

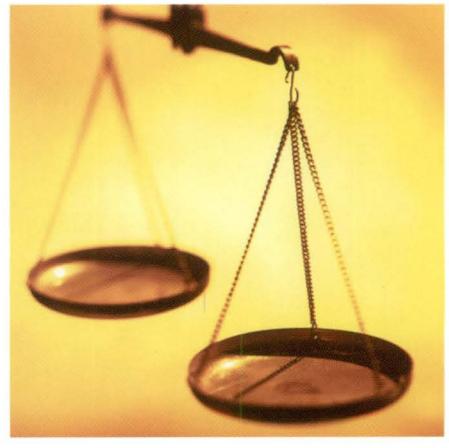
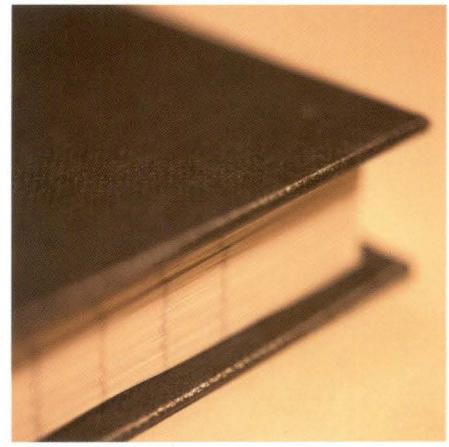
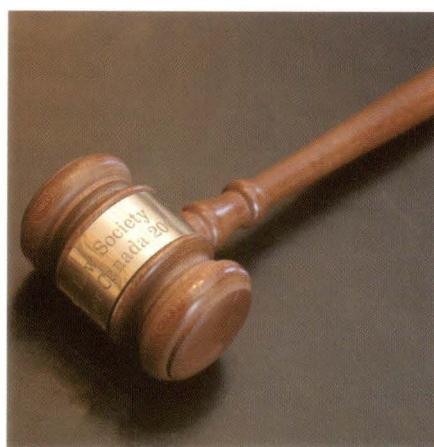
2006 Annual Report

Performance Highlights



The Law Society of
Upper Canada

Barreau
du Haut-Canada



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The Law Society of
Upper Canada

Barreau
du Haut-Canada

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The Law Society of Upper Canada

FORMED IN 1797, AND INCORPORATED IN 1822, THE LAW SOCIETY OF UPPER CANADA IS THE ORGANIZATION RESPONSIBLE FOR GOVERNING ONTARIO'S LEGAL PROFESSION IN THE PUBLIC INTEREST.

The Law Society educates, admits and regulates the province's lawyers.

The Law Society's affairs are governed by directors known as benchers – most of whom are lawyers elected by the profession and some of whom are non-lawyers appointed by the provincial government.

THE ROLE STATEMENT OF THE LAW SOCIETY OF UPPER CANADA

The Law Society of Upper Canada exists to govern the legal profession in the public interest

.....

by ensuring that the people of Ontario are served by lawyers who meet high standards of learning, competence and professional conduct;

.....

and upholding the independence, integrity and honour of the legal profession; for the purpose of advancing the cause of justice and the rule of law.

Ensuring greater access to justice

THE PAST YEAR MARKED A SIGNIFICANT MILESTONE IN THE HISTORY OF THE LAW SOCIETY OF UPPER CANADA, AS OUR MANDATE WAS EXPANDED TO INCLUDE THE REGULATION OF PARALEGALS. THIS WILL ENSURE THAT THE PUBLIC OF ONTARIO IS SERVED BY PROPERLY TRAINED AND REGULATED LEGAL SERVICE PROVIDERS.

In addition to the work surrounding our mandate expansion, we continued our work to ensure the viability of sole and small firm practitioners, who are the public's main choice for legal services, and implemented an expanded practice management review program that will help newer lawyers to provide a high level of service to their clients. We are also working to increase the proportion of experienced women lawyers in private practice.

At the same time, the Law Society has been working to ensure that the legal profession's longstanding privilege of self-regulation, which has been under increasing pressure, is preserved and upheld.

The Independence of the Bar

The independence of the bar is an issue of importance to both members of the public and the profession – affecting as it does the fundamental rights and freedoms at the heart of Canada's commitment to individual liberties and social justice. In November

2006, the Law Society's Task Force on the Rule of Law and the Independence of the Bar produced a seminal report – a comprehensive reference work that articulates the reasons underlying the fundamental principle that an independent bar is essential to the rule of law. The report – together with papers by legal experts – will be published as a reference work that legislators, the courts and others may rely upon to support the independence of the bar.

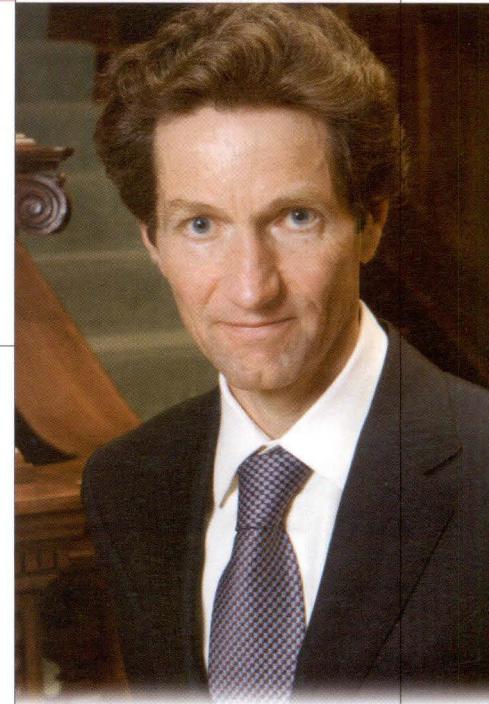
Paralegal Regulation

Closely associated with the independence of the bar is the subject of paralegal regulation. Instilling public confidence in our ability to regulate by ensuring the public is served by professionals who meet high standards of ethics and competence will strengthen the legal profession's assertion that its privilege of self-regulation is warranted and necessary. The passage of Bill 14 – the *Access to Justice Act* last October effected a fundamental change in our regulatory role. Much work was



The Law Society of
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du Haut-Canada



Gavin MacKenzie
Treasurer



undertaken in 2006 to prepare for the expansion of the Law Society's mandate, policies and programs to become the regulator of all legal services providers in Ontario. The Paralegal Standing Committee provided for by the *Access to Justice Act* is now in place and is working diligently to formulate recommendations, for Convocation's consideration, that will fill in the details of the Law Society's new regulatory regime.

Sole Practitioners and Small Firm Lawyers

Over the last several years the Law Society has recognized that the profession must pay particular attention to those among our members who practise as sole practitioners and in small firms. These practitioners comprise a majority of the lawyers in Ontario, and it is of vital importance to our core objectives of providing public access to legal services and of enhancing equity in the profession that sole practitioners and small firm lawyers across the province flourish.

Convocation received the report of its Sole Practitioner and Small Firm Task Force in March 2006. At the same time, Convocation established a working group consisting of two Benchers, two representatives of the County and District Law Presidents' Association, and two representatives from the Ontario Bar Association to bring forward strategies and priorities for Convocation's consideration based on the Task Force's recommendations.

Retention of Women in Private Practice

The Law Society identified the retention of women in private practice as a significant issue in 2005, as a result of research findings that women still face inequalities and barriers in the legal profession. The Society's Equity and Aboriginal Issues Committee created the Retention of Women in Private Practice Working Group in March 2006 to examine and address the issue.

The Law Society has recently consulted with women lawyers in Toronto, Ottawa and Sudbury as well as with managing partners of law firms and representatives of government. The purpose of these efforts is to identify best practices. Consultation findings will assist the Law Society in positively influencing change, attitudes, practices and perceptions through policy, programs and initiatives aimed at enhancing the retention of women in private practice.

Law Commission of Ontario

Convocation voted, in November 2006, in favour of participating in the creation of a new Law Commission of Ontario. The new commission will be a collaborative effort among Ontario law schools, the legal profession, and the Ministry of the Attorney General. It will be an important instrument of change that we are proud to support as part of the Law Society's mandate to maintain and advance the cause of justice and the rule of law and to protect the public interest. The Law Society's

participation in this initiative includes designating members of the Commission's governing board and Research Advisory Board.

Practice Management Review Program

In June 2006, Convocation approved a significant expansion of our Practice Review Program to add a preventive practice management component to the remedial approach that is currently in place. The Law Society expects the expanded practice review program to help improve lawyers' practices and business operations, as well as to help identify, early on, additional ways to serve the public.

The Law Society, as always, looks forward to continuing to work with our many partners as we move ahead on issues of importance to the profession and the public.

I take this opportunity to thank our CEO, Malcolm Heins, for another year of exceptional leadership. I also thank all Law Society staff, whose high level of engagement and dedication to fulfilling our mandate is evidenced in the Law Society being recognized, for the fourth consecutive year, as one of *"Canada's Top 100 Employers."*

We – my fellow benchers, Law Society CEO, staff, and partnering legal organizations – have accomplished much in this very busy year. It has been my honour

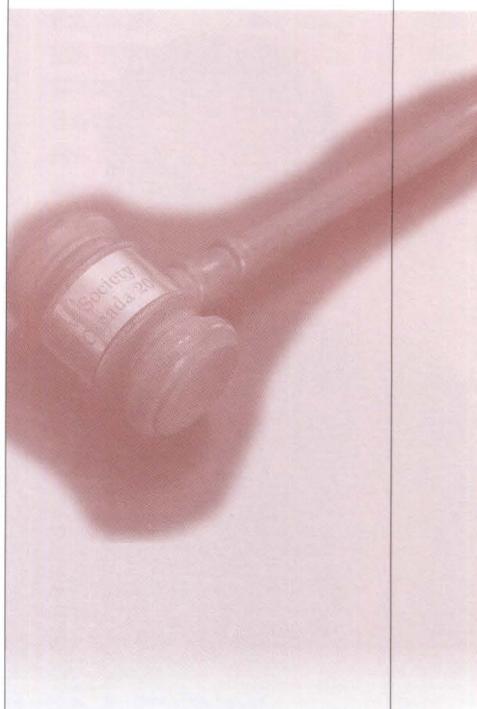
and a great privilege to serve with the 2003 – 2007 bench, and I take this opportunity to thank them for their hard work and the many achievements detailed in this and previous annual reports.

I am very proud of the solid advancements we have made, and am confident that we will continue to ensure access to justice, protect the public through diligent regulation of the profession, and support the profession in its efforts to provide quality service to the public. ■

Gavin MacKenzie

Gavin MacKenzie

Treasurer





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Becoming the best regulator

Malcolm Heins
Chief Executive Officer

FOR MORE THAN TWO HUNDRED YEARS, THE LAW SOCIETY OF UPPER CANADA HAS LICENSED AND REGULATED LAWYERS IN ONTARIO IN THE PUBLIC INTEREST. THE SOCIETY'S CORE FUNCTION IS TO ENSURE THAT LAWYERS MEET HIGH STANDARDS OF LEARNING, COMPETENCE AND PROFESSIONAL CONDUCT. THIS PAST YEAR, WE SAW THE CULMINATION OF SEVERAL SIGNIFICANT INITIATIVES, ALL DESIGNED TO ENHANCE OUR ABILITIES TO FULFIL THAT CORE FUNCTION.

Standards of Learning initiatives

In 2006, we launched a new Licensing Process for lawyers. The new process includes a five-week Skills and Professional Responsibility Program, two separate licensing exams (barrister and solicitor) and a 10-month articling term. This challenging undertaking required a complete reform of all aspects of the licensing process. The successful implementation of the new process is a credit to our Professional Development and Competence Department and to the 1,800 lawyers who volunteered to help design it. As might be expected in such a major project, implementation identified some required changes, and improvements have been made for 2007.

Implementation of this new Licensing Process has helped pave the way for us in the development of a similar licensing process for paralegals.

Professional Competency initiatives

We introduced the new Member Resource Centre (MRC) on our website in 2006 to provide lawyers with easy access to a wide range of information and resources to assist them in their practice. Lawyers can use the MRC to learn about and register for continuing legal education, fees, filings, and insurance. They can also research library holdings, find a wealth of practice information and even locate a mentor.

In 2006, we also entered into negotiations with the County and District Law Presidents' Association (CDLPA) and the Toronto Lawyers' Association (TLA) to integrate our library and legal information services. These negotiations have now been successfully concluded, and in 2007, LibraryCo will be establishing new strategies and policies to provide

lawyers in Ontario with greater access to the wide array of library and legal information services now at our disposal.

To reflect the Law Society's continued commitment to quality assurance in the practice of law, a new practice management review component was approved in 2006. Designed as a proactive and preventive approach to complement the existing remedial program, this program has the potential to reduce complaints and liability claims by identifying issues before they occur.

In tandem with this initiative, the final groundwork was laid for the launch of the Private Practice Refresher Program. The Private Practice Refresher Program is designed to protect the public interest by maintaining practice standards, while ensuring that members don't face unreasonable barriers when re-entering private practice after a significant absence. It is a self-study, module-based program.

Professional Conduct initiatives

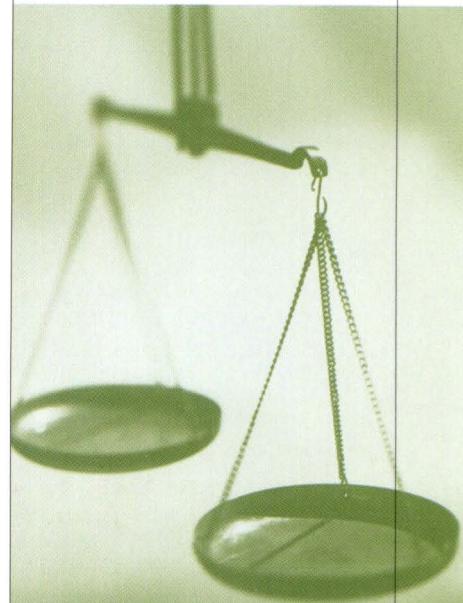
Mortgage fraud is an escalating problem in the North American real estate market. Unfortunately, Ontario is not immune to this trend. To protect consumers and help develop initiatives to fight fraud, we have continued to participate in a stakeholder working group, formed in 2004 to address the mortgage fraud problem. The group includes representatives from law enforcement agencies, the lending community, title insurers, mortgage insurers, provincial ministries and others.

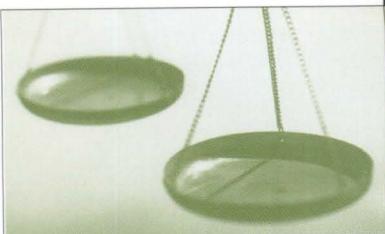
We also held extensive consultations with real estate lawyers throughout the province in 2006, through our Working Group on Real Estate Issues, which we formed in 2005. The consultations were intended to create a dialogue and seek input on new guidelines and rules designed to help reduce mortgage fraud. Input from these consultations helped to formulate new Residential Real Estate Transaction Guidelines, as well as amendments to the *Rules of Professional Conduct*, which were recently passed by Convocation. Both are now available online through our Member Resource Centre. Of course, we continue to investigate and discipline any inappropriate lawyer activity involving mortgage fraud.

To help lawyers access information about discipline decisions on a timelier basis, last September we began presenting current Tribunal decisions in each issue of the *Ontario Reports*, along with helpful practice management information.

Web support

We increased our use of the Internet to further boost our competence and professional conduct initiatives in 2006. Our website continued to be the "go to" site for information and resources, and we made significant headway in enhancing our content and transparency while improving user access.





For example, we now post Tribunal decisions as soon as they become available. As well, we created an online schedule of monthly hearings, and post and update this on a frequent basis.

Our technology enhancements have paid off. Web traffic has increased from the previous year – from 8.2 million page views in 2005 to 9.1 million in 2006.

These initiatives are doubly positive; in addition to enhancing our competence and professional conduct functions, they also make our regulatory actions and information more accessible to all of our stakeholders.

Mandate expansion

The passage of Bill 14, the *Access to Justice Act*, in October of 2006, has launched the Law Society on a whole new regulatory journey. This legislation expands the Law Society's mandate from regulating barristers and solicitors who practise law to include those who provide legal services. We are evolving from being the regulator of lawyers in Ontario to being the regulator of all legal services providers. This requires us to develop and implement standards of learning, professional competence and professional conduct for all those who practise law and who provide legal services in Ontario. I am certain we can rise to this significant challenge.

Operating in an open, timely and efficient manner

I am ever mindful of how we spend members' fees in the operations of the Law Society. The management of what is now a \$72-million budget involves the challenge of balancing the increasing demand for services and initiatives with the need to be economical and efficient. A significant increase of six per cent in the annual membership fee was approved in the 2007 budget because of demands on our core regulatory programs. Despite this increase, we are still operating with a member levy that is 8.4 per cent less than the 1998 levy, even though the cumulative increase in the Consumer Price Index was 23 per cent over that same period.

I want to thank Law Society management and staff for bringing all these initiatives to fruition in 2006. We have strengthened our abilities and our capacity to ensure that Ontarians receive legal services that continue to meet high standards of professional competence and professional conduct. Congratulations to all of you!

In 2007, we will welcome a new Convocation, following the Bencher election. And we will welcome our new paralegal licensees as they become members of the Law Society. Their addition to the Law Society will expand our ability to provide access to justice to all residents of Ontario. ■

Malcolm Heins, Chief Executive Officer

Developing policies to implement the Law Society's mandate

TO ENSURE THAT THE LEGAL PROFESSION IS REGULATED IN THE PUBLIC INTEREST, THE LAW SOCIETY DEVELOPS POLICIES THAT ADVANCE ITS LONGSTANDING MANDATE.

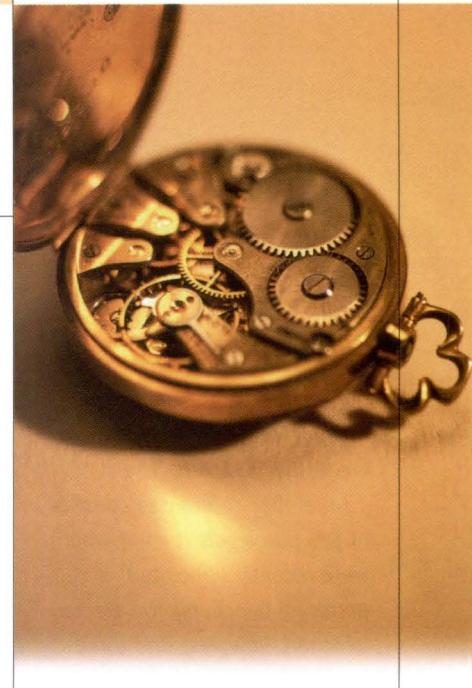
The Law Society's policy priorities reflect a commitment to regulating the legal profession in the public interest and advancing the rule of law. Members of the Law Society's board of governors, known as benchers, meet regularly as Convocation to develop and approve policies on many public and legal issues. Law Society staff implement Convocation's decisions through the creation and maintenance of Law Society programs, products and services.

In 2006 the work of the Policy Secretariat and Government Relations Unit included the following:



The Law Society of
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<p>Policy issues and initiatives:</p> <ul style="list-style-type: none"> • Governance Task Force • Tribunals Composition Task Force • Investigations Task Force • Development of new <i>Rules of Practice and Procedure</i> for Law Society tribunals • Preparation for 2007 bencher election • Development of policy governing "Emeritus Status" for retired lawyers providing pro bono legal services • Independence of the Bar and the Rule of Law Task Force • Practice Management Review Program • National Mobility Initiatives • Sole and Small Firm Practitioners' History Project <p>Consultations with government on:</p> <ul style="list-style-type: none"> • Proposals to combat mortgage fraud • Internationally trained professionals • Title insurance • Patent and trademark agents' bid to self-regulate 	<p>Submissions to:</p> <ul style="list-style-type: none"> • The Standing Committee on Justice Policy regarding paralegal regulation • The Standing Committee on Regulations and Private Bills regarding the <i>Fair Access to Professions Act</i> (Bill 124) • The Standing Committee on Social Policy regarding title fraud and the <i>Ministry of Government Services Consumer Protection and Service Modernization Act, 2006</i> (Bill 152) • The Standing Committee on Finance and Economic Affairs regarding the <i>Mortgage Brokerages, Lenders and Administrators Act</i> (Bill 65) • International Trade Canada regarding the Korea/Canada Free Trade Agreement (for the Federation Committee on International Affairs) • The World Trade Organization regarding trade in legal services (part of the Doha negotiations on the Goods and Trades in Services) • The Department of Justice regarding amendments to the <i>Criminal Code</i> relating to identity theft 	<p>Participated in:</p> <ul style="list-style-type: none"> • The Federation of Law Societies Canada's Model Code of Conduct initiative • The creation of the Ontario Law Commission • The Alliance for Sustainable Legal Aid (ASLA) • The Into the Future Conference on Civil Justice Reform • The Ontario government's Civil Justice Reform Project • The creation of the Roy McMurtry Legal History Fellowship (in collaboration with the Osgoode Society and the Law Foundation of Ontario)
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Paralegal Regulation

Bill 14, the *Access to Justice Act*, was passed in 2006 after extensive public hearings. The act will implement the Law Society's proposed model of paralegal regulation as outlined in the Paralegal Task Force's final report to Convocation in September 2004. Preparation for this implementation was a major focus in 2006 and is still ongoing.

Some sections of the act were immediately effective when it was passed, including the section establishing the Paralegal Standing Committee, which was created and met for the first time in 2006. The Attorney General appointed two paralegal benchers and three other paralegals to the Committee.

The Paralegal Standing Committee held its inaugural meeting at Osgoode Hall on December 5, 2006. The 13-member committee consists of five paralegals (two of whom were recently appointed paralegal benchers), five elected benchers (lawyers) and three lay benchers (non-lawyers).

Shown here, from left to right: (front row) Margaret Louter and Anne Marie Doyle; (second row) Stephen Parker, Brian Lawrie and Michelle Haigh; (third row) Abe Feinstein, Thomas Heintzman, Committee Chair Paul Dray and Vice-Chair William Simpson. Absent from this photo: Andrea Alexander, Marion Boyd, James Caskey and Bonnie Warkentin.



Governance Task Force

The Governance Task Force undertook a comprehensive study of the Law Society's governance with a view to recommending enhancements. The study explored:

- priority planning as a function of strategic planning
- the optimal structure for overseeing financial operations and budget preparation
- the co-ordination of governance and operations
- the size and constitution of Convocation as a board
- the frequency of Convocation's meetings
- how the suspension of a member who serves as bencher affects the ability of the bencher to continue in that role

The Governance Task Force also reported to Convocation on recommended amendments to the by-law governing the Treasurer's Election, and on the creation of a policy on setting Convocation's agenda.

Investigations Task Force

Established to recommend enhancements to the Law Society's investigations process, the Investigations Task Force reported on its review of the investigations process in May 2006.

Task Force on the Independence of the Bar and the Rule of Law

This task force reported to Convocation in November 2006. The papers the task force produced on the independence of the bar and the rule of law will be published as a book.

Practice Management Review Program

The Law Society developed and implemented a Practice Management Review Program to review the practice management processes of lawyers who have been called to the bar for up to eight years. This program is proactive and preventive in nature and will complement existing competence programs that support lawyers.

The program enhances the Law Society's commitment to professional excellence for all Law Society members. It is anticipated that the program will be of significant benefit to the lawyers reviewed, to the profession in general, and to the public the profession serves.

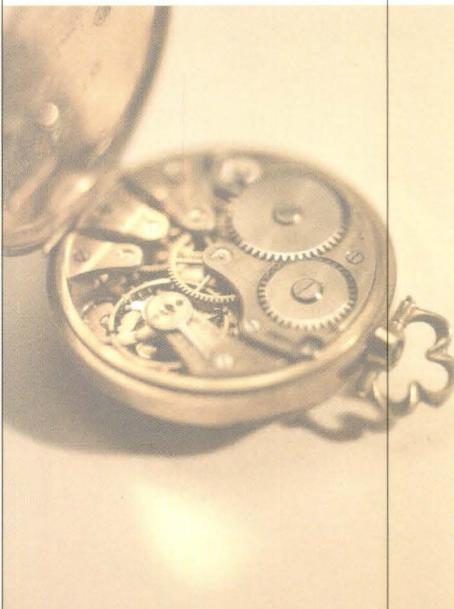
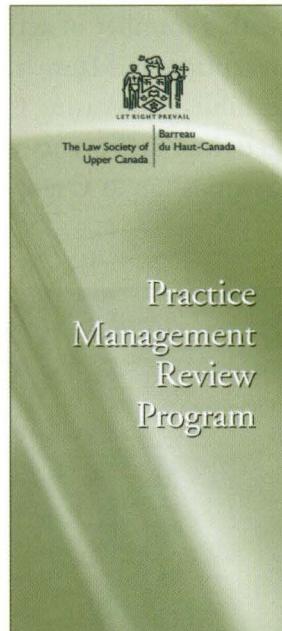
National Mobility Initiatives

The Law Society continued to work on national mobility initiatives, including the signing of the Territorial Mobility Agreement in November 2006 that enables the territories to participate in aspects of the Federation of Law Societies of Canada's National Mobility Agreement.

Sole and Small Firm Practitioners' History Project

The Law Society's Heritage Committee initiated a sole and small firm practitioners' history project, which seeks to encourage retired members to write their memoirs. To date, the Heritage Committee has held three seminars (in Toronto, Ottawa and London) with groups of retired, semi-retired and soon-to-be retired lawyers. The participants exchanged stories of practice and were provided with guidance on how to preserve the history of their careers. Additional seminars are being organized to take place elsewhere in the province.

*Developing and
implementing policies
that protect the public*



*Developing and
implementing policies
that protect the public*

Tribunals Committee

The Tribunals Committee continued its development of the new *Rules of Practice and Procedure* and its work to enhance adjudicator education. The Committee also completed the *Adjudicator Code of Conduct*.

Tribunals Composition Task Force

Established to determine the best model for Law Society tribunals, the Tribunals Composition Task Force undertook an examination of different models for the composition of Law Society tribunals. The task force is expected to report to Convocation with its recommendations in spring 2007.

Various other activities

The Law Society is celebrating the 175th Anniversary of Osgoode Hall with a number of activities and events that began with an Anniversary reception and launch, by Lieutenant Governor James K. Bartleman, of exhibits showcasing Osgoode Hall and its grounds. These celebratory activities and events will culminate in a Canadian Legal History Symposium at Osgoode Hall in October 2007. ■



*The Honourable James K.
Bartleman, O. Ont., speaking at
the commemorative reception.*

Ensuring lawyer competence

The Law Society of
Upper CanadaBarreau
du Haut-Canada

THE *Law Society Act* REQUIRES THE LAW SOCIETY TO ENSURE THAT ONTARIO LAWYERS MEET HIGH STANDARDS OF LEARNING, COMPETENCE AND PROFESSIONAL CONDUCT.

The Law Society is committed to lifelong learning, and we strive to supply a continuum of tools and programs that will serve Ontario lawyers throughout their careers.

We have taken a proactive, preventive approach to lawyer competence – from preparing and supporting candidates for the Licensing Process to supporting experienced lawyers in their efforts to provide quality service and legal work.

The Licensing Process

The Law Society's Licensing Process, which includes a five-week

Skills and Professional Responsibility Program, two separate licensing examinations (barrister and solicitor), and a 10-month articling term, was successfully implemented in May 2006.

In 2006, the Law Society supported over 1,550 candidates engaged in various components of the process.

LICENSING Process

SUPPORT SERVICES

The Law Society's Support Services Unit provides a range of services and programs to help support candidates in their learning and articling experience.

Through its Support Services Unit, the Law Society offers accommodation and special needs supports for candidates in the Licensing Process. In 2006, 48 candidates used Support Services to access laptops and

special software, make examination arrangements and use other special accommodations.

Repayable Allowance Program

The Law Society offers financial assistance through its Repayable



Allowance Program to Licensing Process candidates who demonstrate need, to help them meet their educational and living expenses during the process.

Also, 44 students joined the articling mentor program and 38 biographical summaries were posted to assist unplaced students in securing articling positions.

Law Society Placement Initiatives

The Law Society provides an articling mentor program, job search skills workshops and counselling services to assist students-at-law in finding articling positions. Articling postings are made available on the Law Society's website.

In September 2006, the Law Society held two job search skills workshops and posted 102 articling placement opportunities online.

Call to the Bar

Candidates for call to the Ontario Bar must complete the Law Society's Licensing Process and demonstrate they possess required entry-level competencies to provide legal services effectively and in the public interest.

In 2006, the Law Society called 1,400 candidates and transferred candidates to the Ontario Bar at ceremonies held at Convocation and in July in Ottawa, London and Toronto.

CONTINUING LEGAL EDUCATION (CLE)

To fulfil its mandate to ensure that lawyers meet high standards of learning, competence and professional conduct, the Law Society focused on achieving a balance between the popular lecture-style Continuing Legal Education programs, including the Six-Minute Series, the Annotated Documents Series and the annual Summits, while continuing to develop and promote curriculum-based, small-group learning sessions to meet the needs of lawyers at various experience levels.

In 2006, the Law Society offered 71 CLE programs through a variety of formats and delivery methods to improve accessibility and assist lawyers in meeting their professional development goals. There were 18,340 attendees at Law Society CLE programs in 2006, which represents an increase of 2,067 attendees from 2005.

Web-based Learning

There continues to be a shift in the usage of the various delivery alternatives that have been introduced by the Law Society in the past few years. Registrations for live webcasts have now doubled registrations for video broadcasts through the Interactive Learning Network (ILN).

Webcasts feature live video and audio streaming of a CLE program over the Internet, including downloadable written materials and the ability to submit questions during the session. In 2006, the Law Society produced 37 webcast programs for 2,884 attendees.

Interactive Learning Network

Through ILN videoconference, live CLE programs are broadcast in real time to multiple locations across Ontario. The Interactive Learning Network enables lawyers to attend and participate in live programs without incurring the costs associated with absence from the office and long distance travel. In 2006, there were 1,125 registrations for the 28 programs available on the ILN.

Teleseminars

Teleseminars allow the Law Society to organize CLE programs on important and timely issues quickly and in a highly accessible format.

Lawyers across the province may join in a teleconference call, scheduled at their convenience, to listen to the experts discuss the issues. Any number of participants may listen in at a registered location at no additional cost. The Law Society offered 11 teleseminars in 2006, with 2,502 registered participants.

Legal Publications

Law Society legal publications, including materials prepared for CLE programs, continue to be a popular learning format for Ontario lawyers. Over 10,000 units were provided in 2006.

e-Transactions

The Law Society continued to use technology in 2006 to make registering, purchasing and accessing CLE products even easier for lawyers. The CLE page of e-Transactions, the Law Society's secure e-commerce site, allows lawyers to register online for CLE programs, purchase and download materials and order and view a program on their desktops.

In 2006, the CLE page of e-Transactions had over 90,500 visits and the number of online transactions increased by more than 155% over the previous year. More than 5,850 online transactions were conducted, including registrations for live, ILN, webcast and teleseminar CLE programs as well as purchases of CLE publications.

Ensuring lawyer competence

Top 10 Most Popular Programs in 2006

The Six-Minute Real Estate Lawyer 2006

Estates and Trusts Summit

Working with the New Small Claims Court Rules

Special Lecture 2006: Family Law

Six-Minute Family Law Lawyer 2006

Ontario's New Residential Tenancy Regime - The Residential Tenancies Act, 2006 (Bill 109)

Six-Minute Estates Lawyer

14th Annual Immigration Law Summit

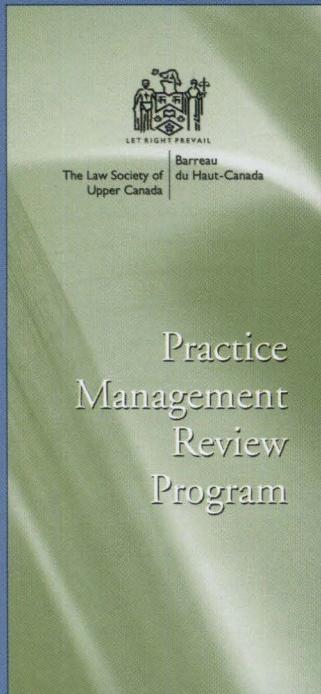
Practice Gems: Passing of Accounts

Annual Real Estate Law Summit

Ensuring lawyer competence

PRACTICE MANAGEMENT SUPPORT

The Law Society develops and provides Ontario lawyers with a wide range of high quality resources, programs and tools to help them acquire the skills necessary to be more efficient and effective in their practices. In 2006, several new resources were introduced, including the proactive and preventive Practice Management Review Program.



Practice Management Review Program

Practice Management Reviews, a new component of the Practice Review Program, were approved by Convocation of the Law Society of Upper Canada in June 2006 and will be implemented in early 2007.

Lawyers who have been called to the bar for up to eight years and are in private practice will be eligible for participation in the new reviews.

Reflecting the Law Society's emphasis on quality assurance in service of the public interest, the new program will be proactive and preventive – designed to support lawyers' goals to be efficient, effective and competent. Practice

Management Reviews are consultative as they involve the lawyer and the reviewer every step of the way.

The Law Society expects the new program will be an excellent resource for lawyers in the formative years of private practice. It is designed to identify any practice management issues, which, if neglected, could have an adverse affect on the quality of legal services offered to the public. The program will benefit private practitioners by reducing client complaints and negligence claims.

Approximately 200 practice management reviews and approximately 50 practice reviews will be conducted in 2007.

Practice Tips: The Knowledge Tree

In February 2006, the Law Society launched a comprehensive online listing of answers to the most popular practice management questions lawyers have asked the Law Society. The custom-made resource for lawyers includes useful links to relevant *Rules*,

precedents and other resources and is fast becoming the first place to look for answers to practice management questions. Lawyers made over 5,000 visits to *Practice Tips: Knowledge Tree* in its first year.

*Practice Tips –
Ontario Reports*

Practice tips

Another new resource introduced to lawyers in 2006 is the *Practice Tips* section in the *Ontario Reports*. This section is devoted to practice management resources, including new and pre-existing articles, frequently asked questions from *Practice Tips: The Knowledge Tree*, excerpts from the *Practice Management Guidelines* and other Law Society resources. The *Ontario Reports* represent an ideal vehicle to communicate with lawyers in Ontario and this new section provides the Law Society with an excellent opportunity to further integrate practice management skills into practices in Ontario.

The Law Society also publishes *Important Dates* and other information for lawyers in the *Practice Tips* section.

Guide to Closing Your Practice

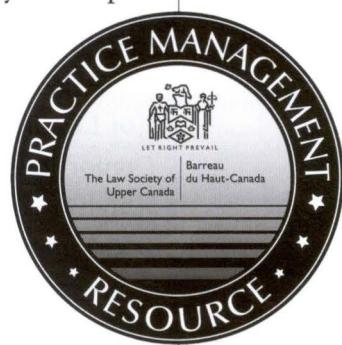
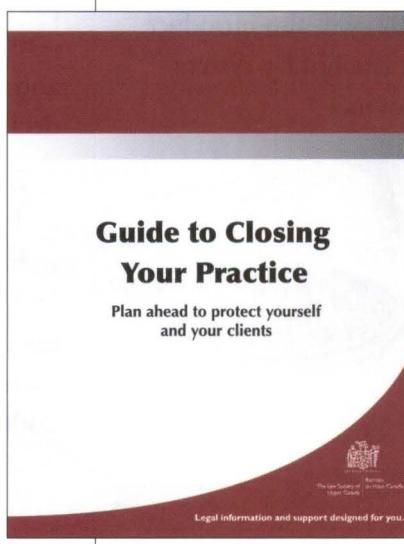
The Law Society developed a new *Guide to Closing Your Practice* to assist lawyers who are closing their practices. This free resource is available either online or in paper format. It contains information about all aspects of closing a practice, including transferring active

or open files, custody or destruction of closed files, maintaining firm books and records, satisfying outstanding undertakings and ongoing obligations, addressing accounting and banking requirements, dealing appropriately with personnel and office matters, and satisfying all change of status notice requirements.

Practice Management Helpline

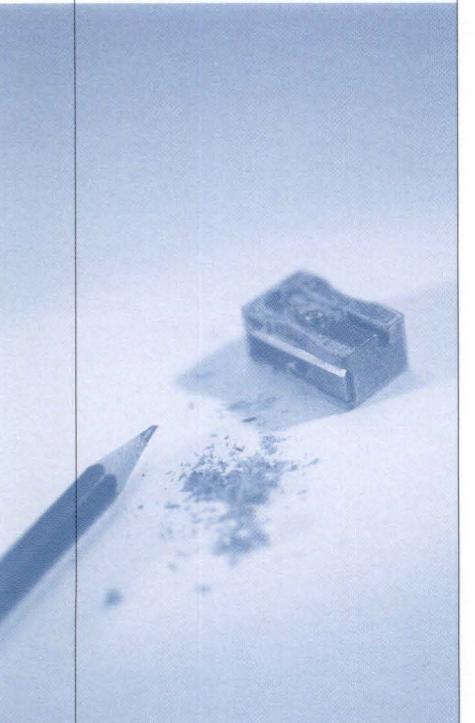
In 2006, counsel for Professional Development and Competence responded to 5,156 inquiries from lawyers and their representatives (primarily from sole and small firms) relating to the application of the *Rules of Professional Conduct* and other ethical issues.

Law Society staff monitor these inquiries and accordingly develop a range of resources including articles, frequently asked questions, workshops and practice tips to proactively address member issues.



LIBRARY SERVICES

At a time when changes to the law are occurring rapidly, the need for easy and convenient access to legal information and resources has never been more important.



The Law Society offers three types of library-related services: The Great Library; support for the administration of the County and District Law Libraries (through LibraryCo Inc.); and the Canadian Legal Information Institute (CanLII), a virtual law library in which the Law Society is a leading participant.

In 2006, the library, in conjunction with LibraryCo Inc. and the County and District Law Presidents' Association (CDLPA), continued to gauge the information service needs of Ontario lawyers and to provide guidance in implementing more user-friendly systems.

The Integration Task Force of LibraryCo is finalizing its report regarding a model for the high-quality provision of services and information resources. The report, which is scheduled for release in 2007, will also introduce efficiencies in the library system across the province.

Great Library

In 2006, 57,387 visits were made to the library's website. Reference inquiry services, whether through e-Reference, telephone or in person, continue to be in demand, with 34,300 inquiries last year.

CanLII

CanLII was created as a joint initiative with Canada's other legal regulators through the Federation of Law Societies of Canada to provide free legal information from the courts, government, and others to both lawyers and the public.

CanLII publishes 13 out of 14 Canadian jurisdictions' legislative collections, which are updated monthly. All versions of statutes are retained so that amendments can be tracked. Decisions from numerous Boards and Tribunals provide their decisions to CanLII – most notably the Labour Board's and Information and Privacy decisions.

By the end of 2006, CanLII had 388,347 decisions on its website: 196,474 English and 191,873 French. Over 46 million documents were downloaded by users of the CanLII website in 2006. ■

Serving the public and the profession



The Law Society of
Upper Canada

Barreau
du Haut-Canada

CLIENT SERVICE CENTRE – *first point of contact*

The Client Service Centre (CSC) is constantly adapting to the changing needs of those they serve. Not only must staff remain up-to-date on issues affecting the profession, but they must provide information and services in the ways preferred by members of the public and the profession. The CSC's Call Centre has bilingual (English and French) staff available at all times, and can also assist callers in other languages when necessary.

From improvements to the “e-MAR” (the electronic version of the Member’s Annual Report) to the gathering and dissemination of information available through our Member Directory web portal, the CSC is committed to making it easy to interact with the Law Society.

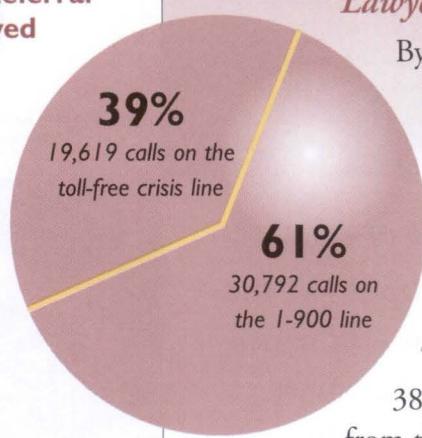
General Inquiries

The total number of contacts with the Law Society in 2006 (excluding visits to our website) dropped slightly from 2005. This was not surprising, as improvements to the Law Society’s Member Resource Centre (MRC) web pages, as well as enhancements to our online member directory, meant that more information than ever was made available through the Internet.

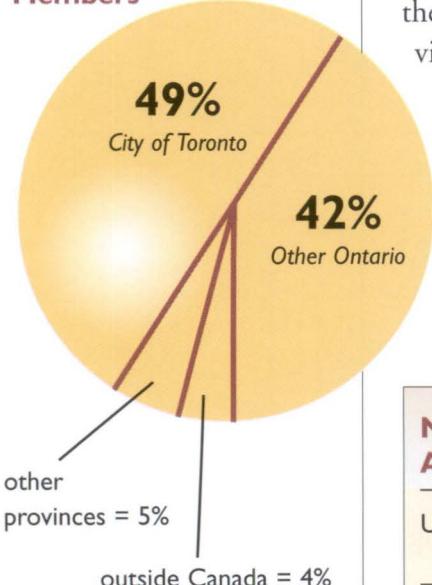
Method of Contact	2004	2005	2006
Telephone	322,539	316,908	293,520
Mail/E-mail/Fax	141,722	152,542	145,715
E-Filing	14,661	17,972	22,403
Walk-ins	9,774	6,466	6,384
Total	488,696	493,888	468,022



The Lawyer Referral Service received 50,000 calls in 2006



Geographical Distribution of Members



Lawyer Referrals

By promoting greater access to legal services in Ontario, the Lawyer Referral Service (LRS) supports the Law Society's mandate to govern in the public interest. Over 50,000 members of the public called the LRS in 2006.

Membership Services

Total membership in the Law Society stood at nearly 38,000 lawyers at the end of December 2006, an increase from the previous year of more than 1,000 lawyers. The number of database information changes and fee adjustments was up from the previous year as well, while the number of miscellaneous requests and visits to the membership window at Osgoode remained relatively stable.

High-volume transactions included:

- 7,083 adjusted billings and refunds
- 25,179 database information changes
- 14,291 miscellaneous requests
- 6,059 visitors

Membership by Age Range and Gender

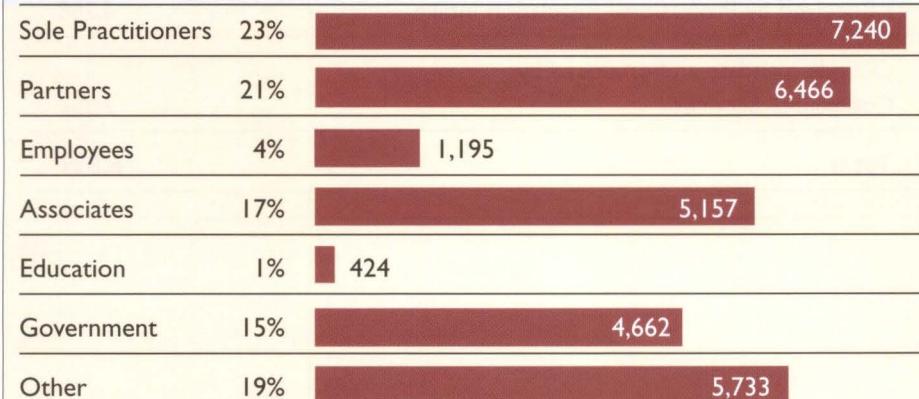
		2004	2005	2006
Under 30	Men	944	964	977
	Women	1,306	1,339	1,344
30-39	Men	5,312	5,206	5,216
	Women	4,970	5,197	5,382
40-49	Men	6,110	6,107	6,016
	Women	3,903	4,039	4,162
50-65	Men	8,204	8,616	8,941
	Women	2,141	2,433	2,722
Over 65	Men	2,666	2,777	2,971
	Women	145	160	176
Total	Men	23,236	23,670	24,121
	Women	12,465	13,168	13,786
TOTAL		35,701	36,838	37,907

Law Firm Size	Number of Firms	Number of Lawyers in those firms
1 lawyer	6,294	6,294
2-10 lawyers	1,829	6,117
11-25 lawyers	141	2,202
26-50 lawyers	30	996
51+ lawyers	31	4,449
Total in private practice:	8,325	20,058

The distribution of membership by area of employment remained almost identical to the previous year. Sole practitioners continued to make up the largest percentage of practising lawyers, at 23 per cent of the total number of employed members.

Membership by area of employment in Ontario

% of total employed members (as at Dec. 31, 2006)



• Total employed members = 30,877

• Other category includes corporate and non-profit sectors.

Administrative Compliance (AC)

In addition to designing, distributing and collecting the Member's Annual Report (MAR), AC also administers a variety of by-law related processes, including retirement, resignation and Professional Corporations. In 2006, this department also began preparations for the January 2007 introduction of the Private Practice Refresher Program (PPRP).

The Law Society received a total of 36,502 MARs in 2006. Of these, 61 per cent were filed electronically, compared to 51 per cent in 2005. E-filing is not only more convenient for members and the Law Society alike, but it reduces handling and postage costs as well as impact on the environment.



By-Law Related Transactions Handled by AC

Retirement	111
Resignation	133
Professional Corporations	1,258
Foreign Legal Consultants	98
Readmission	12
Rule 6.07 – Preventing Unauthorized Practice	1
Affiliations with Non-Members	16
Multi-disciplinary Practices	2
Specialist Certification	849
Occasional Appearances	3
Transfer Candidates	32
National Mobility	68

*Serving the
public and
the profession*



Complaints Services

This department is the first point of contact for anyone with a complaint about a lawyer in Ontario. New complaints are opened and logged, and their receipt is acknowledged with the complainant. Items of correspondence relating to existing complaints are also matched with their appropriate files.

Complaints Services staff respond to complaints about issues that are not within the Law Society's jurisdiction. Where appropriate, staff in this area refer complainants to other resources. In addition, they attempt to resolve certain complaints from financial institutions as well as some other complaints of a less serious nature. Remaining complaints that may be within the Law Society's jurisdiction are transferred to the Intake Department of the Professional Regulation Division.

In 2006, 63 per cent of complaints (4,268) were directed to the Intake Department of the Professional Regulation Division. ■

Total Complaints Received and/or Reopened in 2006

Within mandate

• Received by Professional Regulation Intake	4,268
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Outside mandate and/or closed by Complaints Services	2,553
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Total	6,821
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Regulating in the public interest



The Law Society of Upper Canada

AS A PUBLIC BODY WITH A PUBLIC INTEREST MANDATE,
THE LAW SOCIETY'S FIRST AND FOREMOST RESPONSIBILITY
AS REGULATOR OF ONTARIO'S LEGAL PROFESSION IS
CONSUMER PROTECTION.

That means protecting consumers of legal services from lawyers who have been dishonest, have not provided an acceptable level of service or have demonstrated professional misconduct. Central to this role is having a complaints process in place that is responsive, transparent and accessible.

All lawyers are required to conduct themselves according to the *Rules of Professional Conduct* and applicable laws including the *Law Society Act*, its regulations and by-laws. The Law Society monitors lawyer conduct and, within its mandate, responds to complaints about conduct.

The Law Society's Professional Regulation Division carries out a variety of activities in the course of lawyer regulation, including working with clients and lawyers to resolve complaints received by the Law Society, and, when necessary, undertaking investigations, which could result in prosecution.

Other activities include holding proactive and preventive consultations with lawyers in high-risk areas such as real estate, and reaching out to other regulators such as the police forces, to enhance the Law Society's communication and best practices.

THE COMPLAINTS PROCESS -

Path of a complaint from receipt to closure

Complaints Services

Once a written complaint about a lawyer has been received by the Client Service Centre's Complaints Services Department and has been identified as within the Law Society's mandate, it is usually transferred to the Intake Department of the Professional Regulation Division.

This past year we enhanced our Complaints Help Form, brochures and web information: By providing better information about our processes, we are helping the public understand what we do and what we need from them to process their complaints more effectively.

Intake - Case Management

The role of Intake is to identify any regulatory issues revealed by an incoming complaint, ensure the complainant has provided adequate documentation to support the allegations of misconduct and then stream the case to the appropriate regulatory department. Intake also has an important case management function in determining the approach that will best serve the interested parties and linking the parties to the relevant areas of the Law Society.

New Complaints Received by the Law Society in 2006

Received by LSUC (Client Service Centre)	6,821
• Outside LSUC mandate and/or closed by Complaints Services	2,553
• Received by Professional Regulation's Intake Department	4,268
 Closed/Resolved by Intake	 2,120
 Transferred by Intake	
• To Complaints Resolution	1,701
• To Investigations	749
• To other departments	19
 Cases completed in Complaints Resolution	
• Complaints closed	1,546
• Complaints transferred out	93
 Cases completed in Investigations	
• Complaints closed	490
• Complaints transferred out (<i>most often to Discipline</i>)	189

Complaints received by Area of Law

Area	%
Administrative / Immigration Law	4.37%
Civil Litigation	21.28%
Corporate / Commercial / Business	4.34%
Criminal	7.72%
Estates / Wills	6.10%
Matrimonial / Family	21.94%
Other	12.68%
Real Estate	21.50%
Student Misconduct	0.07%

With Intake staff reviewing files, more files are being resolved earlier than in the past. Intake's Early Resolution Unit works with the complainant and the lawyer to resolve cases where possible. By year-end, 2,120 of the new complaints received by the Law Society in 2006 were concluded at the Intake stage, often by means of a resolution to the satisfaction of the complainant and the lawyer. Matters are usually completed within two months of the receipt of the complaint.

Complaints Resolution

The role of Complaints Resolution is to investigate and resolve complaints that may involve less serious breaches of the *Rules of Professional Conduct* and to seek authorization for disciplinary proceedings where necessary.

Complaints Resolution handles a large volume of complaints. In 2006, approximately 40 per cent of the complaints received by the Professional Regulation Division were directed to Complaints Resolution.

Investigations

The primary responsibility of the Investigations Department is to investigate allegations of lawyer misconduct, incapacity, unauthorized practice or other wrongdoing that would lead to discipline proceedings if the evidence is established. Investigations are authorized under section 49.3 of the *Act*.

In 2006, almost 18 per cent (749) of the 4,268 complaints that came

2006 Issues – Investigations

Conflicts	2.59%
Financial	15.95%
Financial – Misappropriation / Misapplication	10.97%
Financial – Real Estate / Mortgage Schemes	11.96%
Governance – Other	7.48%
Governance – UAP	4.79%
Integrity – Other	15.85%
Integrity – Civility	3.29%
Integrity – Misleading	6.78%
Other issues	1.40%
Other service issues	9.37%
Service – Failure to communicate	4.39%
Service – Failure to serve client	5.18%

Complaints Resolution Issues in 2006	
Issue	%
Conflicts	4.02%
Financial	0.04%
Governance	2.82%
Integrity – Other	8.83%
Integrity – Misleading	6.65%
Integrity – Civility	9.39%
Other Issues	0.15%
Service Issues – Other	13.49%
Service – Withdrawal / Abandonment	2.74%
Service – Failure to follow instructions	11.80%
Service – Failure to communicate	16.72%
Service – Failure to serve client	23.34%

Unauthorized Practice 2006

New Files Opened –	86
Investigations Completed	104
• No evidence of UAP	49%
• Discontinued	37%
• Prosecution	14%

into the Law Society's Professional Regulation Division were directed to the Investigations Department, which includes lawyers, investigators and auditors.

Once this department has completed an investigation, the complaint is either referred by the Director of Professional Regulation to the Proceedings Authorization Committee (PAC), closed or resolved. The PAC consists of benchers appointed by Convocation to determine whether a matter ought to proceed to prosecution. The PAC may also authorize a file closure or a case settlement.

2006 Discipline – Conduct & Capacity Outcomes

Admonitions	8
Reprimands	21
Suspensions	49
Permission to resign	14
Disbarments	18
Dismissed	3
Withdrawn	0
Other*	7
Interim Suspensions	2
Total:	122

* Finding of professional misconduct or incapacity made, but penalty limited to fine or terms and conditions.

Discipline

Discipline counsel represent the Law Society before the Hearing and Appeal Panels, and in the courts when appeals are taken from Panel decisions. They provide advice for cases in the investigations and resolution processes, many of which are settled or closed without formal discipline action. The Discipline Department is responsible for the prosecution of a variety of matters, including lawyer misconduct, non-compliance, incapacity and incompetence, as well as applications for admission to the Law Society, and applications for reinstatement or readmission.

As part of their prosecution responsibilities, counsel advise investigative staff and the Director, and once authorized to prosecute, have carriage of the prosecution, including pre-hearing and hearing processes.

Discipline counsel are also responsible for responding to urgent regulatory issues that require

applications for interim suspension where there is an immediate concern for public protection. In such cases counsel are required to rapidly prepare what are sometimes complex cases in order that they may be brought before a Hearing Panel for decision. With the introduction of the Appeal Panel in 1999, the Discipline caseload has included a number of appeals from Hearing Panel decisions.

Lawyers / Complaints in the Discipline process – 2006 overview

Date Period	Number of lawyers in Discipline process	Number of complaints in Discipline process
January 2006	196	643
December 2006	235	676

Summary Hearing Process

The Law Society is committed to providing a fast response to complaints. In some cases the Society's ability to respond to a complaint quickly is impeded due to a lawyer's failure to co-operate with the Society's investigation. Under the *Law Society Act* and the *Rules of Professional Conduct*, lawyers are required to co-operate with the Law Society as regulator. The *Rules of Practice and Procedure* were amended in June 2005 such that lawyers who fail to respond or co-operate with the Law Society, or who fail to maintain financial records as required by the by-laws, may be prosecuted under an expedited summary hearings process implemented in 2006.

The introduction of the summary hearing has enhanced the Society's ability to respond to complaints quickly and to obtain the information it requires to assess public risk in any given situation. To date, suspensions are imposed at a summary hearing, where the lawyer has continued to fail to co-operate or produce the required books and records information.

Terms of suspension ranged from 25 days to four months, with the most common time period being one month, with the provision that some suspensions continue until compliance. Costs are generally awarded, varying from \$500 to \$10,000.

Complaints Review

When a complaint is closed by Professional Regulation staff and a complainant is dissatisfied with the result, the complainant may ask the Complaints Resolution Commissioner (CRC) to review the matter.

The office of the CRC was created by the *Law Society Act* (section 49.14). When requested by a complainant, the CRC can conduct an independent and impartial review of the Law Society's investigation and decision to close the complainant's file.

After reviewing the Law Society's decision, the CRC, in accordance with the by-laws, has two options. The first is to agree that the Law Society's review and outcome are reasonable and that the file will remain closed. Alternatively, the CRC may decide to refer the matter back to the Law Society with a recommendation to take further action.

The current CRC is former Ontario Ombudsman Clare Lewis, who was appointed in April 2005 to serve a two-year term. Mr. Lewis's role includes providing alternative dispute resolution services for members of the public and lawyers who are the subject of complaints.

Discrimination and Harassment Counsel

Another forum for resolving complaints is the Discrimination and Harassment Counsel (DHC) program, which is available to anyone who may have experienced discrimination or harassment by a lawyer.

While the Law Society provides funding for the program, the DHC operates at arms-length from the Society, and offers free services to the Ontario public – including law firm staff, students and lawyers. The DHC provides confidential assistance, advising on the various options available and resolving disputes where appropriate.

In 2006, 156 individuals contacted the DHC with new matters.

Monitoring and Enforcement

The Monitoring and Enforcement Department of the Professional Regulation Division is responsible for the enforcement of Hearing Panel orders and lawyer undertakings. Monitoring and Enforcement activities include enforcing Hearing Panel orders, monitoring undertakings obtained at the completion of matters by other departments within the Professional Regulation Division, ensuring that bankrupt lawyers comply with the appropriate by-law, enforcing judgments and mortgages obtained by or assigned to the Compensation Fund.

2006 Monitoring and Enforcement

Discipline orders, proposal orders and trust freezes/co-signing	216
Bankruptcies	86
Undertakings	923
Restitution or other court orders	31

Tribunals

After the Proceedings Authorization Committee has determined a matter ought to proceed to prosecution, an application is issued and served on the member. The Tribunals Office, which is independent of the prosecutorial arm of the Law Society, then starts its process.

Staff in the Tribunals Office manage the administration of the Law Society's Hearing and Appeal Panels and provide support to benchers in their role as adjudicators. Hearing and Appeal Panels are composed of benchers – lawyers and lay people who are responsible for determining the appropriate disposition of matters.

Tribunals Office staff schedule hearings and appeals, maintain

tribunal files on each case, act as clerk in the hearings and appeals, prepare the formal orders of the Hearing and Appeal Panels, co-ordinate the Panel's writing of reasons, and prepare them for publication.

To assist in ensuring the Law Society's regulatory function is transparent to the public and the profession, the reasons for decision given by Hearing and Appeal Panels, both oral and written, are now published on both Quicklaw and CanLII.

Following the hearing, the Tribunals Office prepares the formal order and serves it upon the parties. The parties have a right to appeal to the Law Society's Appeal Panel. The appeal period

2006 Tribunals Office Statistics

Total number of files opened	160
Total number of files closed (includes files opened in 2006 and earlier)	138
Total number of files heard by the Hearing Panel (may include files heard on more than one occasion in 2006)	235
Total number of members before the Hearing Panel	125
Total number of files heard by the Appeal Panel (may include files heard on more than one occasion in 2006)	6
Total number of members before the Appeal Panel	6

As of December 31, 2006, Monitoring and Enforcement had 216 discipline orders, proposal orders and trust freezes/co-signing; 86 bankruptcies; 923 undertakings; and 31 restitution or other court orders.

In 2006, the Monitoring and Enforcement Department made significant efforts to recover costs for monies owed to the Society, collecting \$106,750 in costs as restitution for judgments awarded to the Society and \$74,600 in restitution for the Lawyers Fund for Client Compensation.

*Regulating in
the public interest*

is 30 days from the date of service of the Hearing Panel order. There is a further right of appeal to the Divisional Court in certain circumstances.

**Building better tribunals:
Increasing the transparency
of our tribunals process**

One of the ways the Law Society is increasing transparency and public accountability is by ensuring that competence and capacity hearings will be open to the public in all instances.

To increase transparency of the Law Society tribunals process, we post hearings schedules for the current month on our public website. We also post summaries of hearing panel decisions as soon as service of the order has been deemed effective on the parties.

The workload of the Tribunals Office increased dramatically in 2006. The number of files heard by the Hearing Panel increased 74 per cent from 2005. (From 135 files to 235.)

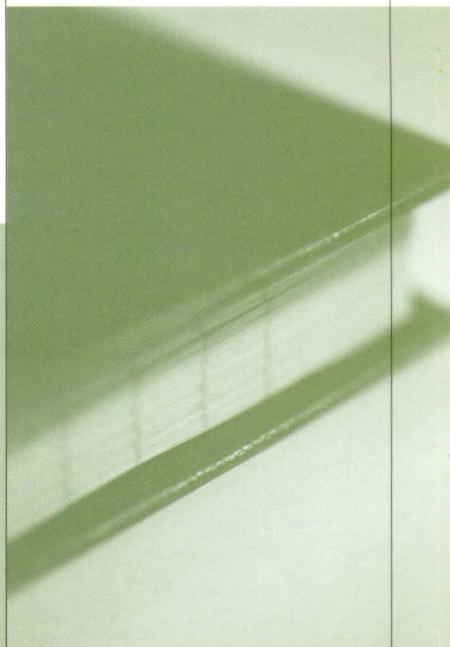
In addition to its work to enhance transparency and accountability, the Tribunals Office

implemented new processes in 2006 that have increased the effectiveness and efficiency of the tribunals process.

New Scheduling Process

At the beginning of the third quarter, a new scheduling process was implemented that allowed the Hearings Management Tribunal to schedule 82 per cent more hearings in the last two quarters than in the same time period in 2005. (From 67 hearings to 122.) Matters are now scheduled according to the length of time the parties estimate they will take to be heard.

A further efficiency resulting from the new scheduling process is the marked decrease in vacated hearings and hearing days. Every day of a “long matter” week can be scheduled. In 2006, 22 per cent of scheduled hearings were vacated, compared to 34 per cent in 2005 (74 hearings compared to 52); 13 per cent of scheduled hearing days were vacated compared to 44 per cent in 2005 (64 hearing days compared to 26).



In addition to its regulatory activities, the Law Society operates the Lawyers Fund for Client Compensation, and a Trustee Services Department that assists both lawyers and clients.

Trustee Services

The Law Society has authority under the *Law Society Act* (section 49.47) to obtain trusteeship of a lawyer's practice where a lawyer has abandoned his/her practice, has been disbarred or has otherwise ceased to practice. The Trustee Services Department helps fulfil the Law Society's mandate to protect the public interest by taking possession of the practice, if necessary, then notifying clients of the issues and responding to inquiries from clients about outstanding matters or client files and documents.

The Trustee Services Department also provides information and assistance to lawyers who are closing their practices. Nine trusteeships under the *Law Society Act* were obtained in 2006, and the department obtained trusteeships by negotiated agreement with members in six more cases.

In 2006, Trustee Services collected and recovered \$1,290,024 in court-ordered costs and recoveries, a significant portion of which was paid to the Lawyers Fund for Client Compensation.

Unclaimed Trust Funds Services

Under section 59.6 of the *Law Society Act*, the Law Society has established a program that enables lawyers to submit unclaimed trust funds that they have held for at least two years to the Law Society. Members of the public who believe they are entitled to these funds are able to make claims for these funds.

Unclaimed Trust Funds	
Files received	351
Approved	253
Denied	96
Pending	28
Total received in 2006	\$157,617

Lawyers Fund for Client Compensation

The Lawyers Fund for Client Compensation is a longstanding consumer protection measure that the Law Society provides for the public. This fund, which is paid for by lawyers, helps clients who have lost money because of a lawyer's dishonesty. Clients can apply to the fund for reimbursement of lost money or property.

2006 Compensation Fund

New Claims / Applications received	133
Value of new claims with limits applied	\$4,353,820
Total amount of grants (paid out on 177 claims)	\$4,000,846

Over the last 50 years, the Lawyers Fund for Client Compensation has paid out millions of dollars to help clients. The fund can reimburse individuals for up to a maximum of \$100,000, pursuant to the general guidelines for the determination of grants. Typical losses fully or partially covered by the fund include money stolen from estates, money taken from trust funds held for real estate closings, and money taken from settlements and in personal injury cases.

Mortgage Fraud: Combating a Growing Problem

As the regulatory body for the legal profession in Ontario, the Law Society is firmly committed to using its powers to address lawyer involvement in mortgage fraud, also known as real estate fraud. The Law Society investigates lawyers for possible involvement in mortgage fraud transactions and takes disciplinary action where there is evidence showing that a lawyer has participated in fraudulent transactions.

In addition, the Law Society has undertaken significant ongoing initiatives to raise lawyer awareness about this growing criminal activity and to prevent it from happening in the first place. The Law Society has been reaching out to lawyers by:

- Holding consultations with real estate practitioners across the province in April and May 2006; meeting with and hearing from practitioners across the province on mortgage fraud and related issues.
- Forming a Working Group on Real Estate Issues to address a range of issues arising in real estate practice. The working group includes Law Society benchers and representatives from the Ontario Bar Association Real Property Section, the County and District Law Presidents' Association, and the Ontario Real Estate Lawyers' Association.
- Continuing to meet with and develop relations with police and other regulators, as real estate fraud typically involves several different agencies, regulators and institutions. Issues discussed include search warrants on a member's office and mortgage fraud.
- Providing education on the issue through the Law Society's continuing legal education programs, publications and websites ■



The Law Society of
Upper Canada

Barreau
du Haut-Canada

Promoting equity and diversity

A CORNERSTONE OF THE LAW SOCIETY'S PLAN TO BECOME THE BEST REGULATOR IS A STRONG COMMITMENT TO THE PROMOTION OF ACCESS TO JUSTICE, WHICH INCLUDES THE PROMOTION OF EQUALITY AND DIVERSITY WITHIN THE LEGAL PROFESSION AND WITHIN THE LAW SOCIETY.

To this end, the Law Society works closely with Ontario's diverse communities, the legal profession, and organizations that promote access to justice and equality. We consult and partner with them to help identify and respond to the needs of the community, as well as to ensure that our programs and initiatives promote access to the legal profession and to justice for Ontario's diverse community.

Guided by the *Bicentennial Report and Recommendations on Equity Issues in the Legal Profession*, the Law Society is making great strides in developing programs, initiatives and resources that enhance access to justice and promote equality in Ontario.

Promoting equity and diversity through working groups

The Equity and Aboriginal Issues Committee is a standing committee of Convocation composed of elected and appointed benchers. This committee develops, for Convocation's approval, policy options for the promotion of equity and diversity in the legal profession, as well as for all matters related to Aboriginal Peoples and the Francophone community. The Committee consults with organizations and advisory groups such as the Equity Advisory Group, the Association des juristes d'expression française de l'Ontario, and Rotiio> tates Aboriginal Advisory Group in the development of policies and programs.

In 2006, the Law Society's Equity and Aboriginal Issues Committee created and worked with a number of working groups and advisory groups to develop equity and diversity initiatives. The following groups were involved in the development of policies, programs and initiatives:

- **Equity Advisory Group**
- **Disability Working Group**
- **Aboriginal Working Group**
- **Retention of Women in Private Practice Working Group**

- Anti-Semitism and Respect for Faiths/Spiritual Beliefs Working Group
- French Language Rights Working Group

The **Equity Advisory Group** is composed of lawyers and legal organizations with expertise in the area of equality and diversity. This group assists the Equity and Aboriginal Issues Committee in the development of policy options for the promotion of equity and diversity in the legal profession by identifying and advising the Committee on relevant issues and by providing input to the Committee on the planning and development of policies and practises related to equity within the profession and within the Law Society.

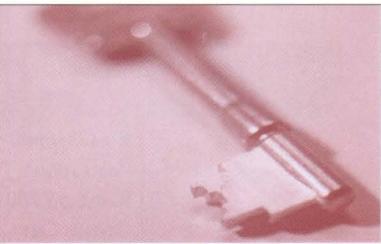
In 2006, the Equity Advisory Group contributed to a study with students seeking articling positions, the development of a maternity and parental leave model policy for law firms, the creation of online resources for lawyers and students with disabilities, the production of resources on the responsibility of lawyers to inform their clients of their French language rights, and the development of public education programs and proposed initiatives to assist women in the legal profession.

The **Disability Working Group** continued to work on implementing the recommendations of the report entitled *Students and Lawyers with Disabilities – Increasing Access to the Legal Profession*, adopted by Convocation in December 2005. These include developing an online Disability Resource Centre with a guide for employers on recruiting and hiring lawyers with disabilities, terminology and communications tips and information about funding and resources for lawyers and students with disabilities. The guide also includes practical information about the duty to accommodate and employers' legal obligations.

The **Aboriginal Working Group** developed a communications strategy in 2006 for working with the Aboriginal community and conducted a survey to collect information about practising and non-practising members of the Aboriginal bar in Ontario. The survey results, collected in fall 2006, will be used as the foundation to undertake a province-wide in-depth consultation with Aboriginal members of the bar in 2007.

The **Retention of Women in Private Practice Working Group** is considering what resources can be developed to retain female lawyers in private practice. Although the number of women called to the bar across the province has increased over the past five years, women are still leaving the profession in disproportionate numbers. In 2006, this working group conducted qualitative research that will serve to inform its work in developing and implementing recommendations.

The **Anti-Semitism and Respect for Faith and Spiritual Beliefs Working Group** focused on developing strategies to counteract racism and other forms of hatred and discrimination. It also organized a workshop for the legal profession and the community for National Holocaust Memorial Day.



The Changing Face of the Legal Profession – 2002-2006

	% of General Population Based on 2001 Census Data	% of Total Bar Admission Course Students in 2002	% of Total Bar Admission Course Students in 2003	% of Total Bar Admission Course Students in 2004	% of Total Bar Admission Course Students in 2005	% of Total Licensing Process Students in 2006
Women *	51.2%	53%	53%	55.1%	54%	55.8%
Racialized communities**	19%	16.5%	18.8%	21.5%	15%	19%
Francophones**	4.3%	5.4%	5.8%	6.6%	5%	4.3%
Aboriginal Peoples**	1.6%	1.7%	1.4%	1.9%	1.5%	1.5%

* Based on applications for students who entered the Bar Admission Course in 2002 through 2006. Enrolment in 2006 was 1,439.

** Percentages obtained from applications for the Bar Admission Course in 2002 through 2006, in which applicants voluntarily self-identified.

The French Language Rights Working Group focused on developing strategies to enhance awareness of lawyers' responsibilities to inform their clients, where applicable, of their right to receive legal services in the French language. This working group worked with Francophone legal organizations to produce a report entitled *Advising a Client of her or his French Language Rights in the Judicial and Quasi-Judicial Context: Information about Lawyers' Responsibilities*.

Helping Articling Students

The Law Society conducted more than 50 one-on-one interviews with students who are seeking articles or who had withdrawn from the search for articles. The objectives of the consultation were to:

- gain an understanding of why some students-at-law are unable to find work as articling students;
- report on the specific experience of students from Francophone, Aboriginal and equality-seeking communities, and of mature students and students certified by the National Committee on Accreditation of the Federation of Law Societies of Canada, in seeking articling positions;
- identify, to the extent supported by the research findings, possible solutions and make recommendations as to how barriers might be reduced or eliminated.

Human Rights Monitoring Group

The Human Rights Monitoring Group (the "Monitoring Group") comprises benchers of the Law Society of Upper Canada appointed by Convocation to monitor human rights violations that target members of the legal profession and the judiciary as a result of the discharge of their legitimate professional duties.

The Law Society, on the recommendation of the Monitoring Group, has intervened in more than 10 cases by writing letters to foreign authorities about alleged human rights violations that target lawyers or members of the judiciary as a result of the discharge of their legitimate professional duties. The Law Society has also written letters to local law societies to inform them of the Law Society's actions and to request their co-operation.

Promoting equity and diversity

Model Policies

The Law Society continues to promote equality and diversity in the legal profession by developing resources for the legal profession. In 2006, we launched our online Equity and Diversity Resource Centre, which contains its best practices and model policies to guide lawyers in promoting equality and diversity in all areas of their practices. These model policies on equity issues are made available to the legal profession to encourage members to respect and accept individuals from diverse groups, such as those protected under the *Ontario Human Rights Code* and the Law Society of Upper Canada's *Rules of Professional Conduct*.

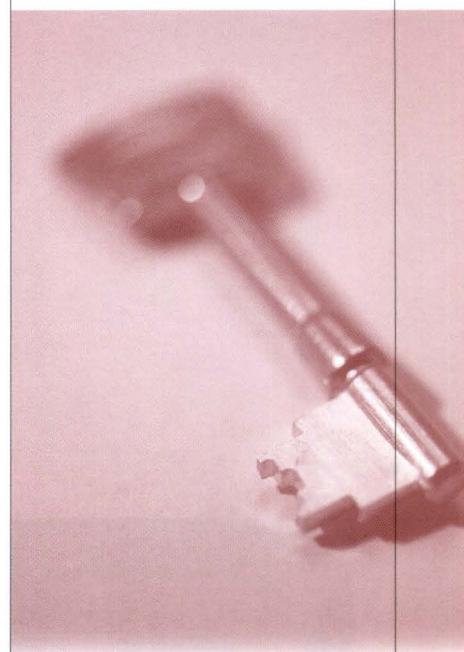
We also adopted our model policy, *Pregnancy and Parental Leaves and Benefits for Professional Legal Staff and Law Firm Equity Partners*, to ensure that law firms understand their legal obligation to provide pregnancy and parental leaves to their employees.

Promoting Diversity in the Governance of the Profession

The Law Society studied the bencher election process and interviewed approximately 20 elected benchers to identify factors that may influence their success in the bencher election. Information sessions about the 2007 Bencher Election were held to encourage diverse members of the profession to run for election.

Equity and Diversity Professional Development Programs

The Law Society continues to promote greater equity and diversity through customized equity and diversity professional development programs and



Call to the Bar Statistics – 2000-2006

Year	Total Called	Female	% of Total	Male	% of Total
2000	1,074	537	50%	537	50%
2001	1,047	539	51%	508	49%
2002	2,381*	1,246	52%	1,135	48%
2003	1,262	678	54%	584	46%
2004	1,307	690	53%	617	47%
2005	1,064	607	57%	457	43%
2006	1,128	592	53%	536	47%

*As a result of changes to the Bar Admission Course, there were two major Calls in 2002.

Promoting equity and diversity

speaking engagements for lawyers and staff. These are delivered in legal organizations in various regions of Ontario. In 2006, the Law Society designed and delivered equity and diversity professional development programs to more than 400 lawyers in legal organizations, the government and law firms.

Discrimination and Harassment Counsel Program

In 2006, the Discrimination and Harassment Counsel Program continued to offer services, in French and English, to members of the public and of the legal profession. The Discrimination and Harassment Counsel (DHC) and the Alternate Counsel provide confidential advice to those who believe they have been harassed or discriminated against by a lawyer. In 2006, 156 individuals contacted the DHC with new matters. Their complaints were based on the following prohibited grounds of discrimination and harassment, in order of most frequent occurrence: sex, disability, race, age, ethnic origin, place of origin, family status, sexual orientation, religion and ancestry.



The Law Society's Public Legal Education Series promotes the rights of equality-seeking communities

In June 2006, at an event held to celebrate National Aboriginal Day, Justice Harry S. LaForme – the first Aboriginal lawyer to be appointed to the Court of Appeal – gave a moving speech detailing the historical injustices endured by Aboriginal Peoples in Canada.

“National Aboriginal Day is an opportunity to measure that which has been accomplished against that which remains undone in the ongoing struggle against all forms of racism, marginalization and social injustice,” he said. “It is a time to learn and to share knowledge about the past and the present. It is a time to speed up the rightful place of Aboriginal Peoples in Canada.”

Collaborating with communities

Collaboration with advocacy groups, community agencies and legal associations has been a hallmark of our equity initiatives. We believe that by working in collaboration with our stakeholders, we can do more to promote equity and diversity in the profession than if we worked alone.

Our Equity Advisory Group and our equity working groups identify and provide advice and input on equality issues and include representatives of the Advocates' Society, ARCH Disability Law Centre, the Arab Canadian Lawyers' Association, *Association des juristes d'expression française de l'Ontario*, the Canadian Association of Black Lawyers, the Hispanic Ontario Lawyers' Association, the Nishnawbe-Aski Legal Services, Rotiio>taties Aboriginal Advisory Group, the South Asian Legal Clinic of Ontario, and the Women's Law Association of Ontario.

Members of the profession and the public continue to attend our public education events in record numbers. These events encourage the exchange of information and ideas on legal issues relating to the rights and needs of the Aboriginal, Francophone and equality-seeking communities. Our 2006 events continued to attract capacity crowds.

We celebrate days and months of significance throughout the year, such as Black History Month in February, Pride Week in June, and Louis Riel Day in November. The Law Society commemorated these occasions with public legal education forums. We are also making the panel discussions and keynote addresses available to wider audiences through archived webcasts. Eight events were held in 2006.

We also continued in 2006 to add to our list of partners, which now include:

<ul style="list-style-type: none"> • Aboriginal Legal Services of Toronto • Arab Canadian Lawyers' Association • Aboriginal Law Section of the Ontario Bar Association • ARCH Disability Law Centre • Association des juristes d'expression française de l'Ontario • Association for Native Development and the Performing and Visual Arts • B'nai Brith Canada • Canadian Association of Black Lawyers • City of Toronto • Department of Justice 	<ul style="list-style-type: none"> • Feminist Legal Analysis Committee of the OBA • Hispanic Ontario Lawyers Association • Human Rights Research and Education Centre, University of Ottawa • Indigenous Bar Association • Law schools • Métis National Council • Métis Nation of Ontario • Ministry of the Attorney General • Nishnawbe-Aski Legal Services • Official Languages Committee of the OBA 	<ul style="list-style-type: none"> • Ontario Association of the Deaf • Pro Bono Law Ontario • Rotiio>taties Aboriginal Advisory Group • Sexual Orientation and Gender Identity Section of the Ontario Bar Association (OBA) • South Asian Legal Clinic of Ontario • Women's Future Fund • Women's Law Association of Ontario
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Student outreach and mentoring

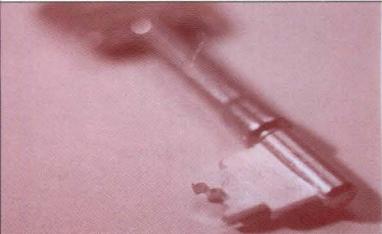
Central to the Law Society's student outreach efforts is the Equity and Diversity Mentoring Program, which promotes law as a career choice and assists law students and recent calls to the bar by matching mentors – experienced members of the bar – with new lawyers, students in the Licensing Process and students in law school, university and high school.

In 2006, 165 members of the Law Society were registered as volunteers, and 35 mentoring relationships were established with lawyers and students. The program is offered throughout Ontario, in the Greater Toronto Area, Ottawa, Windsor, Kitchener, Waterloo, Barrie, Brampton, Oakville, London and Hamilton.

Career Symposium for Aboriginal Students

In 2006, the Law Society organized its third career symposium for Aboriginal students, giving Aboriginal students from all Ontario law schools an opportunity to meet with Aboriginal members and leaders of Ontario's legal profession.

Through these and other initiatives, the Law Society is making steady progress in ensuring the legal profession reflects the communities it serves. We intend to keep building on these efforts in 2007. ■





The Law Society of
Upper Canada

Barreau
du Haut-Canada

Connecting with our key audiences

ENHANCING OUR COMMUNICATIONS EFFORTS TO MOST EFFECTIVELY REACH THE PUBLIC AND THE LEGAL PROFESSION IS A KEY PRIORITY OF THE LAW SOCIETY.

As a regulatory body with a public interest mandate, we know how important it is for all our stakeholders to understand our role, the services we provide and how we govern effectively.

Continually evolving Internet technology has enabled us to provide important news, information and services to members of the profession and the public in a timely, useful and relevant manner. In 2006, we made major strides toward enhancing our website content and improving information access for users.

Because we understand that many forms of communication are necessary to ensure we connect with our key audiences, we also employ an integrated strategy, communicating with our many stakeholders through a variety of cost-effective methods that combine media relations, web-based technology and print publications.

Managing media relations

The Law Society places a high priority on developing relationships with the media, which serves as an important information source for members of the public and the profession alike.

In 2006, the Communications Department pursued media opportunities to help make our organization and our regulatory processes more transparent and accessible, as well as to raise the profile and impact of key legal issues on lawyers and members of the public.

Our growing relationships with various media have enabled us to disseminate important information to our audiences in a timely and cost-effective way. There were 366 mentions of the Law Society in media coverage over the past year, and a total of 460 media inquiries were received from media outlets and reporters, including 32 requests for interviews. The top five issues inquired about were:

- Discipline of lawyers
- Paralegal regulation/ Bill 14
- Mortgage fraud

- Membership status of lawyers
- Continuing Legal Education Programs

Also in 2006, the Law Society:

- Distributed 96 media releases and advisories (79 in English, 17 in French) on a variety of issues of importance to the public and the profession.
- Distributed 45 Tribunal decision news releases. Numerous media outlets throughout the province routinely report these hearing results.
- Received increased media coverage of mortgage fraud related issues and paralegal regulation.

We plan to leverage our growing media presence to assist us in meeting the Law Society's goals in 2007 and beyond. To this end, we are developing a comprehensive media strategy that will assist the Law Society in effectively positioning its efforts to become the best regulator of legal services in Canada by actively communicating with the public, with members, and with other significant audiences.

Publications

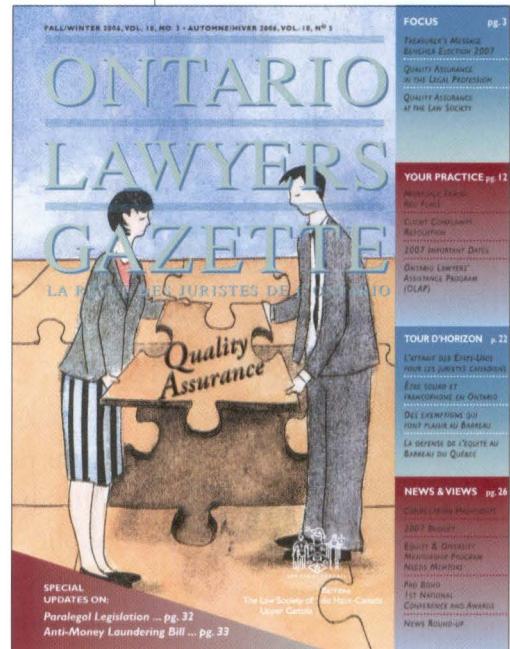
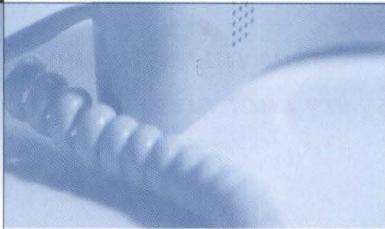
The *Ontario Lawyers Gazette* – the Law Society's flagship publication – focused on useful resources and in-depth articles on issues of importance to the profession, particularly mortgage fraud and quality assurance. Also highlighted were equity issues, the complaints

resolution process and information on fighting money laundering.

Now published twice annually, the full-colour publication is a primary source of information for the profession and continues to garner positive feedback. It is distributed to almost 38,000 members and stakeholders, and is available online.

The Law Society's Communications Department also produces and distributes a number of informative, user-friendly brochures to help the public understand how we can help address their concerns and questions.

Last year, we distributed a total of 27,475 brochures throughout the province. Of these, the "Lawyer Referral Service" and "The Lawyers Fund for Client Compensation – How it Works," were produced in Chinese, Spanish, Farsi, Tamil, English and French. Copies of "What the Law Society Can do for You" were produced in Chinese, Spanish, Farsi and Tamil. As well, English and French versions of "Stopping Discrimination and Harassment in the Legal Profession," and "How to Complain About a Lawyer" were sent out in response to specific requests.

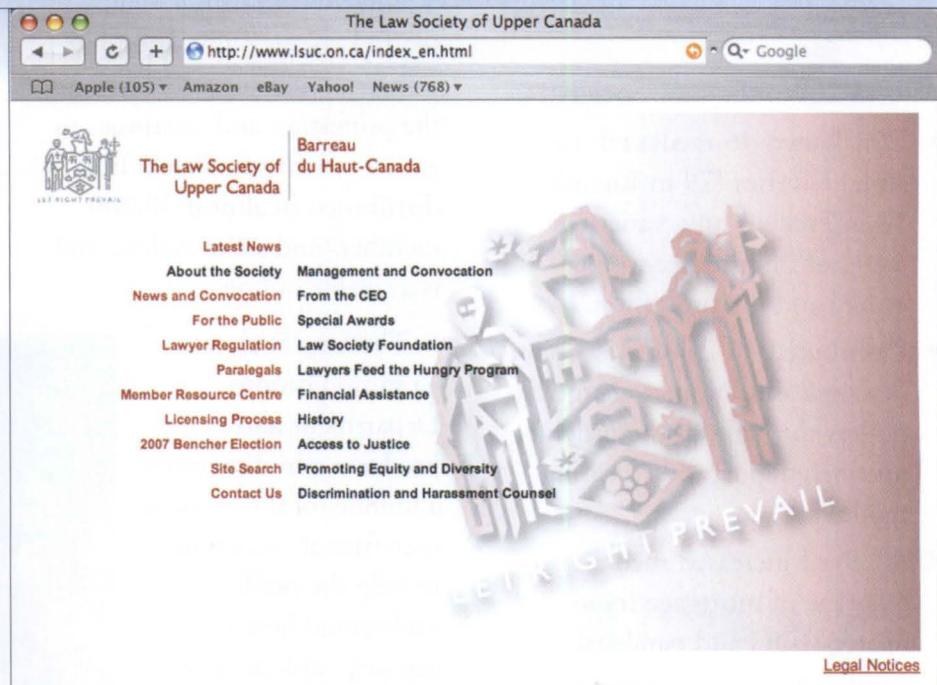


Connecting with our key audiences

Top 10 Most Requested Website Pages in 2006

- Home Page
- English Option Page
- For the Public
- Lawyer Regulation
- Site Search
- Member Directory
- Member Directory Search Result
- Finding a Lawyer
- Contact Us
- Lawyer Referral Service

MAXIMIZING TECHNOLOGY TO COMMUNICATE “BETTER AND SMARTER”



The Law Society's public website is our primary tool to communicate with the profession and the public. This information-based resource is *the* “go to” site for news and information about the organization, legal issues and trends.

In 2006, Web traffic increased, with 9.1 million page views compared to 8.2 million in 2005.

To enhance the site, facilitate easier navigation and improve overall performance, we created a new home page in 2006. We also boosted our content to address public interests and concerns. Content enhancements include an updated complaints section with a new complaint form, an events calendar to keep members and the public informed of upcoming

events, and an online version of the current hearings schedule. This regular web posting provides the public and the media with advance notice of lawyers appearing before hearing and appeal panels.

In addition, we now post Tribunal decisions on the website as soon as they become available, rather than on a bi-monthly basis. Last year, we posted a total of 114 decisions.

In 2006, we also added a paralegal section to our website to help our stakeholders access the latest information about paralegal regulation. This section contains information about the legislation, helpful questions and answers, and information about the Paralegal Standing Committee.

The site will continue to evolve in the coming year as the new regulatory model comes into full force.

Connecting the public to lawyers

The “Finding a Lawyer” webpage was a popular feature over the past year. Designed to help the public find contact information about a lawyer quickly and conveniently, the page’s Member Directory is updated every 24 hours.

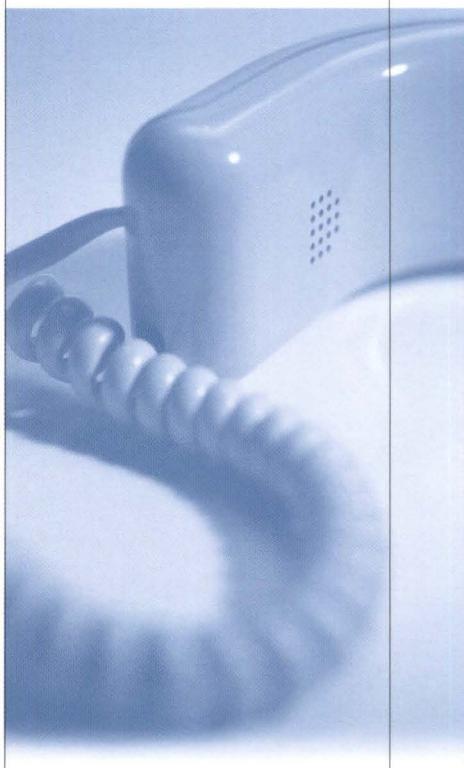
The page also includes access to links, a Lawyer Referral Service, a Directory of Certified Specialists and the Client Service Centre.

Technology and business enhancements

Many other technology and business enhancements were undertaken by the Law Society in 2006 to respond to growing needs. All these initiatives build on a firm foundation that will ensure we are able to deliver information in a timely, secure and cost-efficient way.

A key initiative in 2006 was the installation of new computer system hardware to support growing needs for more automation, more data, and more timely access to information.

With the introduction of the Licensing Process, an electronic interface was developed to improve the process. Students now use this new system to apply for and enrol in the Licensing

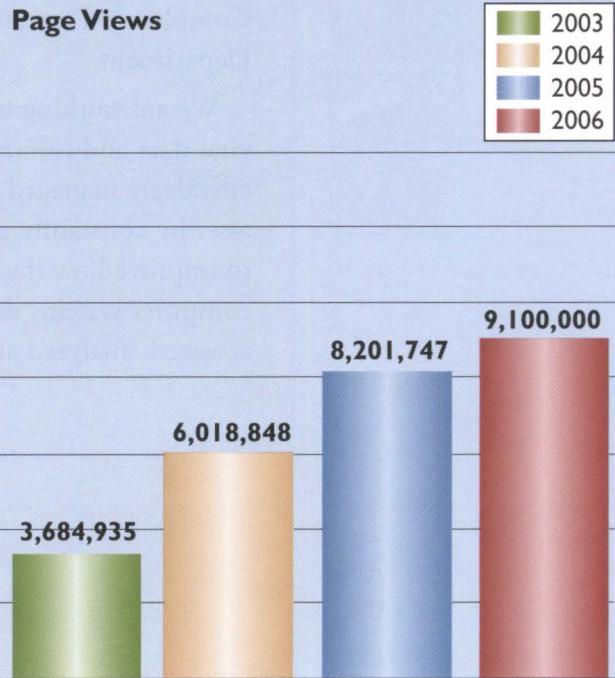


Public Website Traffic – Comparison Analysis

Visits



Page Views





Connecting with our key audiences

Process, schedule licensing examinations and pay their application and licensing fees. The system is also used to track student progress and examination marks.

The Law Society's Information Systems Department, together with our Professional Regulation Division and our Client Service Centre (CSC), is working on a major expansion of the Integrated Regulatory Information System (IRIS) to improve the workflow and processes in the CSC's Complaints Services, the Professional Regulation Director's Office, the Monitoring and Enforcement Department and the Trustee Services Department. These new features are scheduled to be in place by spring 2007.

Other initiatives include ongoing improvements to our member database, a new system to support the Private Practice Refresher Program, and enhanced capabilities in the Administrative Compliance Processes (ACP) Department.

We are working to ensure our vital data and information is effectively managed as a strategic asset by constantly exploring ways to improve how the Law Society's computer systems data are stored, accessed, analyzed and protected.

We are also working to enhance our Business Continuity and Disaster Recovery Infrastructure, which provides alternative facilities (for designated key/essential staff) and continuity of essential computer operations in the event that Osgoode Hall facilities are not available due to a major disaster. And we are reviewing our business continuity program and policies in the event of a large pandemic outbreak.

Technology plays an ongoing and growing role in the delivery of services to all our stakeholders – lawyers, paralegals, the public, government departments and agencies, as well as our employees. We will continue to strengthen our capabilities and deliver the applications and technologies to ensure we have "the right information at the right place at the right time," and to do so in an effective and cost-efficient manner. ■

Striving to ensure a thriving organization

THE LAW SOCIETY STRIVES TO ENSURE A THRIVING WORKPLACE. WE BELIEVE THIS IS ESSENTIAL NOT ONLY TO ESTABLISHING THE LAW SOCIETY AS AN EMPLOYER OF CHOICE, BUT TO PROVIDING THE BEST SERVICE POSSIBLE TO THE PUBLIC AND THE LEGAL PROFESSION.

Canada's Top 100 Employers (2007 Edition)

In October 2006 the Law Society was once again named one of the top 100 places to work in Canada. It was also named one of Greater Toronto's top 50 employers.

The Law Society is among the very few institutions that have garnered this recognition for four consecutive years. Being publicly recognized as an industry leader is an important validation of our efforts to be a model regulator and to employ best practices.

In 2006, the Mediacorp editorial team reviewed the recruitment histories of over 60,000 employers across Canada – then invited more than 10,000 employers to apply.

Employers are evaluated based on a standard set of criteria, and the top 100 employers are profiled in the 2007 edition of *Canada's Top 100 Employers* – an annual guide to best practices in recruitment and retention. The organizations selected are the best in their respective classes and are leaders in their industries in

attracting and retaining quality employees.

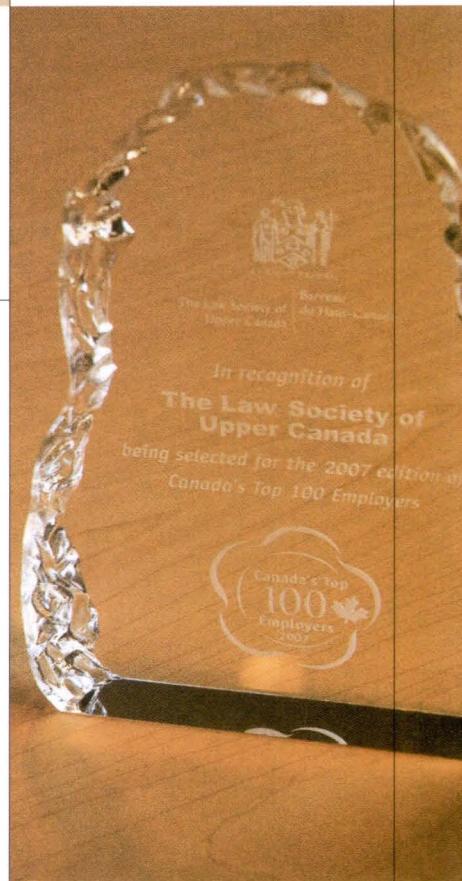
The Law Society was evaluated on seven key areas of assessment including employee communications, performance management and professional development training.

Employee Satisfaction Survey 2006

The Law Society conducted its third employee satisfaction survey in 2006. Survey participation remains very strong at 81 per cent, and employee satisfaction remains strong, however it is slightly lower (by six per cent).

Most employees are clear on their role and how they can contribute to our organization's success, and most employees care about the future of our organization.

Employees listed the interesting work, job challenge, flexible workplace, benefits, quality of management, quality of people and feeling empowered as reasons



for being satisfied with their jobs at the Law Society.

A corporate action plan has been developed to address some of the reasons employees gave for being dissatisfied. It will include more individual recognition for good work, more opportunities for professional development, individual action plans for employees regarding job challenge, lateral and promotional career opportunities, and more collaboration with other departments.

Diversity – one of our strengths

The Law Society is committed to being a model employer. Fundamental to this is our commitment to attract and retain a high quality workforce with a diversity reflective of the larger labour force from which we draw employees. In 2006, a Workforce Diversity Census was conducted: The results showed that our efforts to promote a workforce reflective of Ontario's diversity are indeed successful. Of respondents to the census:

- 73 per cent are women
- 1 per cent self-identified as Aboriginal
- 25 per cent self-identified as a visible minority
- 6 per cent self-identified as having a disability

Female managers in the organization (75 per cent) reflect and exceed the total female population (69 per cent); this highlights the Law Society's attitude and role model status to promoting women in the workplace. Further, 67 per cent of senior managers are women.

People strategy – our Leadership Development Initiative

The Law Society is working on a Leadership Development Initiative to help develop and support identified employee competencies that enable us to deliver services, policies and standards to our members and the general public.

The Initiative includes specific executive and management leadership expectations and will be the foundation for the Law Society's Leadership Development Program, which will include a formal training curriculum for managers and executives. ■

Managing our financial resources

THE LAW SOCIETY OF UPPER CANADA IS PRIMARILY FUNDED BY LAWYERS IN THE PROVINCE. EACH YEAR, ONTARIO LAWYERS PAY MEMBERSHIP FEES TO SUPPORT THE OPERATIONS OF THE LAW SOCIETY (PRIMARILY “THE GENERAL FUND”), THE LAWYERS FUND FOR CLIENT COMPENSATION (“THE COMPENSATION FUND”), AND COUNTY LAW LIBRARIES.

The Law Society's solid financial position was sustained in 2006, with a surplus for the year of \$1,214,000 in the Unrestricted Fund. Day-to-day operating expenses, recorded in the Unrestricted Fund, declined nominally from 2005. The Compensation Fund had a surplus of \$1.4 million, the fifth time in six years that the Compensation Fund balance has increased. The Compensation Fund balance stands at \$19.3 million, a relatively high balance in historic terms.

General Fund

The general component of the membership fee funds Law Society operations, particularly those of the Professional Regulation Division and Professional Development and Competence Department.

In 2006, the largest portions of Law Society resources continued to be directed to supporting these functions.

Forty-three per cent (\$28 million) of annual operating expenses was spent on our regulatory responsibilities. In recent years, we have increased the funding necessary to conduct investigations – with a particular emphasis on mortgage fraud. A significant portion of the Professional Regulation Division's budget of \$13 million was allocated to investigating and prosecuting mortgage fraud in 2006, and this orientation is expected to continue in 2007.

Forty per cent (\$26 million) of annual operating expenses was dedicated to programs and initiatives to help improve students' and lawyers' professional development and competence. Last year was the first year of the licensing process in place of the Bar Admission Course with concomitant lower expenses. This financial benefit was passed on to students via the reduction in tuition fees from \$4,400 to \$2,600 per student.



The Law Society of
Upper Canada

Barreau
du Haut-Canada





Lawyers Fund For Client Compensation

The Fund is in a healthy position, and the 2007 budget maintained the Compensation Fund portion of the membership fee at \$200, unchanged since 2005. The 2006 net grant expense of \$1.4 million contributed to the surplus for the year of \$1.4 million. Results in 2006 were similar to those of the last number of years, excepting 2005, which experienced a net grants expense of \$4.6 million. The surplus for the year increased the accumulated Fund balance to \$19.3 million.

Library Services

Ontario lawyers continue to support three types of library-related services through their fees: County and District Law Libraries (through LibraryCo Inc.); the Great Library; and the Canadian Legal Information Institute (CanLII).

The County Law Library portion of the 2006 membership fee (\$219 per member) substantially funded total LibraryCo expenditures of \$7.8 million in 2006. In 2006, funding of \$2.6 million was also allocated to the Great Library, and an additional \$631,000 was allocated to CanLII.

Capital Assets

Renovation of the North Wing of Osgoode Hall was completed in early 2006. The \$9.7 million project, which was approved by Convocation in February 2004, was completed in early 2006, on time and on budget. Funding of this project has resulted in a decrease of the Capital Allocation Fund to \$1.6 million at the start of the year. This was somewhat replenished by the sale of the Law Society's Ottawa property in 2006 for \$2.2 million.

Overall Membership Levy

The funding for all of this, additional investments in critical regulatory programs, and library services support was achieved by an overall membership levy in 2006 of \$1,509, a \$68 increase from 2005 or 5 per cent. After reducing membership fees 19 per cent over the previous four years, this provided appropriate funding to enable us to continue fulfilling our mandate and providing additional programs and services. In 2006, membership numbers increased by approximately 1,000 members, bringing the overall membership to nearly 38,000.

The Law Society is on a solid financial footing, with strong reserves and a sustainable fee level. ■

Annual General Meeting, 2007



The Law Society of
Upper Canada | Barreau
du Haut-Canada

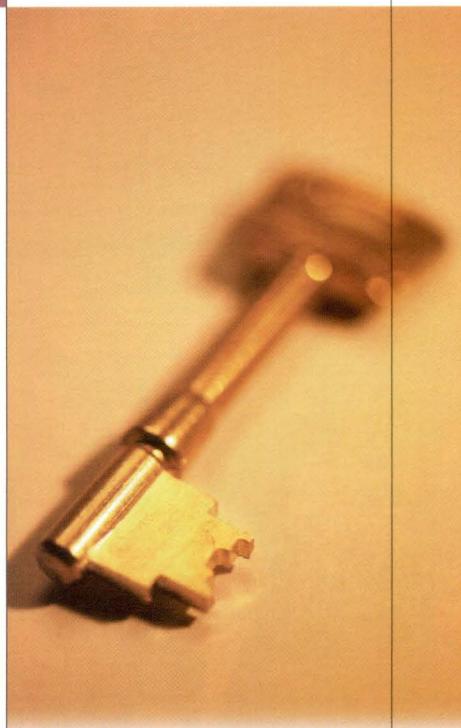
Wednesday, May 9, 2007

at 5:15 p.m.

Osgoode Hall, Toronto

ORDER OF BUSINESS

- Minutes of the previous Annual General Meeting
- Report of the work of the Society and the committees of Convocation
- Presentation of the audited financial statements
- Matters of professional interest that are related to the work of the Society





Convocation Membership

NEW BENCHERS

Paul W. Dray and Brian J. Lawrie were appointed paralegal benchers on November 17, 2006.

Avvy Yao-Yao Go was elected a bencher on November 23, 2006 to fill the vacancy resulting from the appointment of Laurence Pattillo to the Superior Court of Justice.

BENCHERS OF THE LAW SOCIETY OF UPPER CANADA

Treasurer

Gavin MacKenzie

Elected Benchers

Bob Aaron
 Constance Backhouse, LSM
 Larry Banack
 Gordon Bobesich
 John A. Campion
 Kim A. Carpenter-Gunn
 James R. Caskey, Q.C.
 Earl A. Cherniak, Q.C.
 Paul Copeland
 Marshall Crowe, LSM
 Carole Curtis
 Mary Louise Dickson, Q.C.
 Abraham Feinstein, Q.C.
 Neil Finkelstein
 Avvy Yao-Yao Go
 Alan D. Gold
 Gary Lloyd Gottlieb, Q.C.
 Holly Harris
 Thomas G. Heintzman,
 O.C., Q.C.
 Paul J. Henderson
 Ronald D. Manes
 Robert Martin
 W. A. Derry Millar
 Janet E. Minor
 Ross W. Murray, Q.C.
 Tracey O'Donnell
 Laurie H. Pawlitz
 Julian Porter, Q.C.
 Judith M. Potter
 Heather J. Ross

Clayton Ruby, C.M.

Mark Sandler

Alan G. Silverstein

William J. Simpson,
 Q.C., LSM

Joanne St. Lewis

Gerald A. Swayne, Q.C.

Beth Symes, LSM

Robert C. Topp

Bonnie R. Warkentin

Bradley H. Wright

Appointed Benchers

Andrea Alexander
 Marion Boyd
 Abdul A. Chahbar
 Andrew F. Coffey
 Anne Marie Doyle
 Sy Eber
 Richard Filion
 Allan Gotlib

Paralegal Benchers

W. Paul Dray
 Brian J. Lawrie

Ex-Officio Benchers

The Hon. Michael J. Bryant
 Ronald W. Cass, Q.C., LSM
 The Hon. W. Dan Chilcott,
 Q.C.
 John T. Clement, Q.C.
 Austin M. Cooper, Q.C.
 E. Susan Elliott, LSM

The Hon. George

D. Finlayson, Q.C.

The Hon. James M. Flaherty,
 P.C., MPPatrick Garret Furlong,
 Q.C., LSM

Howard G. Hampton, MPP

Charles A. Harnick, Q.C.,
 LSMGeorge D. Hunter
 Vern Krishna, C.M., Q.C.,
 FRSCThe Hon. Allan F. Lawrence,
 P.C., Q.C., LSMLaura L. Legge, O. Ont.,
 Q.C.Daniel J. Murphy, Q.C.
 Brendan O'Brien, Q.C.,
 LSMThe Hon. Alan W. Pope,
 Q.C.The Hon. Sydney L. Robins,
 Q.C., LSMThe Hon. Allan M. Rock,
 P.C., Q.C.Arthur R. A. Scace, C.M.,
 Q.C.

Norm Sterling, MPP

Harvey T. Strosberg, Q.C.
 J. James Wardlaw, Q.C.,
 LSMRoger D. Yachetti, Q.C.
 David S. Young*Honorary Benchers*

His Royal Highness Prince Charles, Prince of Wales

The Right Honourable Margaret Thatcher

Kenneth P. Jarvis, Q.C., RCA

The Honourable Lincoln M. Alexander, Q.C., LSM

APPOINTMENTS

Laurence Pattillo was appointed to the Superior Court of Justice on October 27, 2006.

DEATHS

The Hon. Edwin A. Goodman, P.C., O.C., Q.C., a life bencher, passed away on August 23, 2006.

Ian G. Scott, Q.C., a former Attorney General and ex officio bencher, passed away on October 10, 2006.

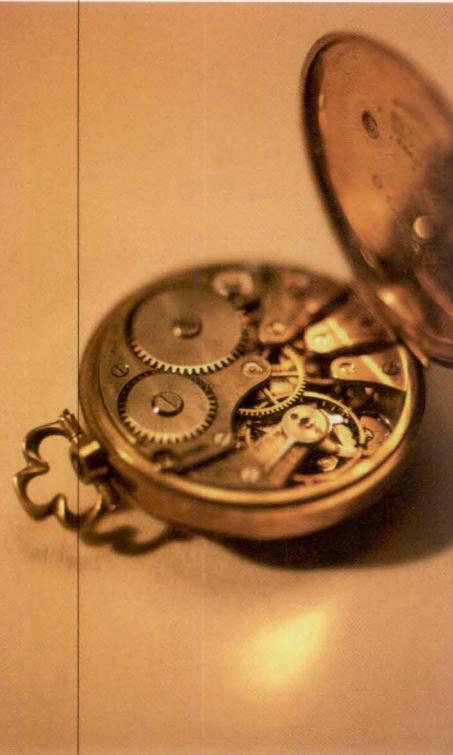




The Law Society of
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Barreau
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Senior Management



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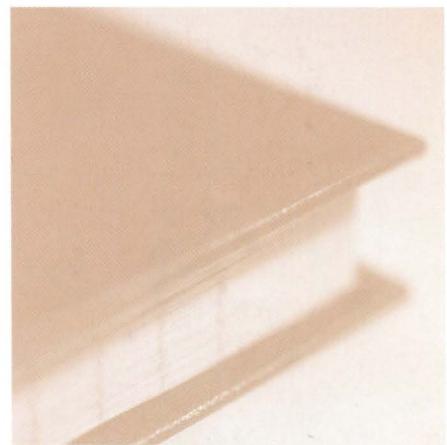
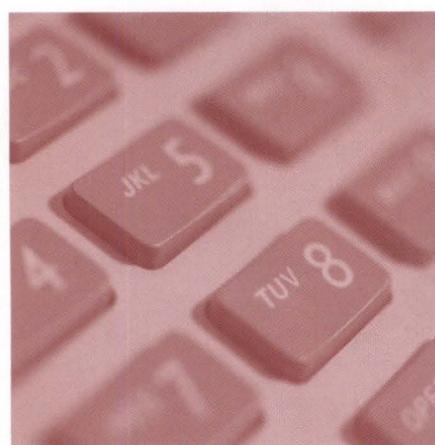
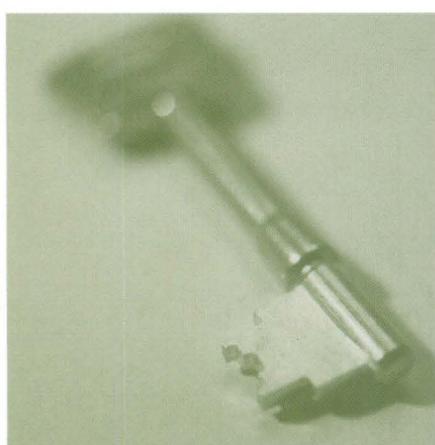
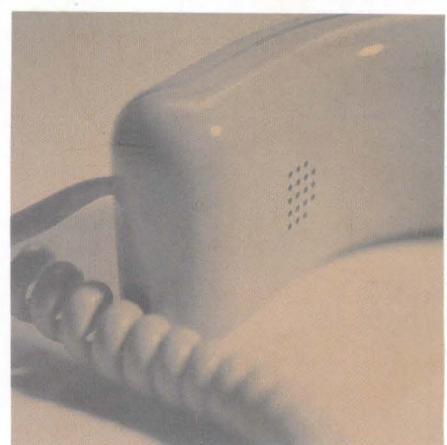
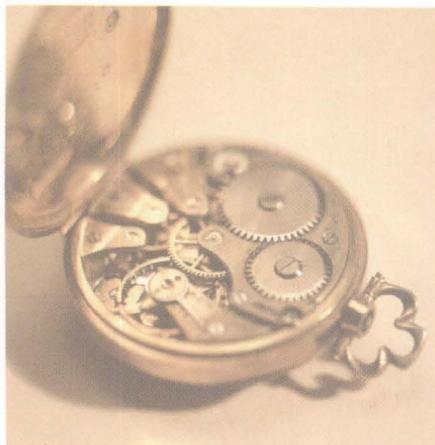
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